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ABSTRACT

This collection of primary source documents on support staff and student assistants in Association of Research Libraries (ARL) member institutions contains: (1) "Personnel Guides for Supervisors" (National Library of Medicine); (2) "A Personnel Development System" (Rutgers University Libraries); (3) "Training Activities" (New York Public Library); (4) "Job Descriptions-Support Staff" (Brown University Library); (5) "Performance Evaluation for Clerical and GSA Staff" (University of Chicago Library); (6) "Non-Exempt Personnel Performance Assessment" (Cornell University); (7) "Instructions for the Use of University Libraries Clerical-Technical Service Evaluation Form" (Pennsylvania State University); (8) "Union Contract for Nonprofessional Staff" (Brown University); (9) "Job Description" (Harvard University); (10) "Memorial Library Policies on the Employment of Students" (University of Wisconsin); and (11) "Employing Cornell Students: A Manual for Supervisors" (Cornell University Libraries). Many libraries include samples of performance evaluation forms. (THC)

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November 1976

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Support Staff and Student Assistants

Kit 30

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SUPPORT STAFF AND STUDENT ASSISTANTS IN ARL LIBRARIES

KIT NO. 30

NOTE: This Kit has been revised and updated (August 1977) since the Flyer was written in November 1976. Thus, the description of Kit documents in the Flyer is not entirely accurate.

Personnel Guides for Supervisors--National Library of Medicine	4pp.
A Personnel Development System...--Rutgers University	6pp.
Training Activities in the New York Public Library	5pp.
Brown University Library Job Descriptions-Support Staff	12pp.
Performance Evaluation for Clerical and GSA Staff in the University of Chicago Library	14pp.
Non-Exempt Personnel Performance Assessment--Cornell	6pp.
Instructions for the Use of Pennsylvania State University Libraries Clerical-Technical Service Evaluation Form	7pp.
Union Contract for Nonprofessional Staff--Brown	10pp.
Job Description--Harvard	5pp.
Memorial Library Policies on the Employment of Students--Wisconsin	6pp.
Employing Cornell Students: A Manual for Supervisors--Cornell	20pp.

NEW DOCUMENT

PERSONNEL GUIDES FOR SUPERVISORS

Chapter VI - Employee Development and Training
Guide 1 - Employee Development and Training

You are expected as a part of your management responsibility to make sure that employees you supervise produce effectively. To do this you need to develop employees to their full potential within the needs of the Department. Look at your employee development and training responsibilities as a continuing day-to-day function. Recognize and take action as needed. The first step, of course, is to identify training needs. This ties in directly with performance evaluation as described in Guide 4, Chapter V. If you are conscientiously evaluating performance, you already have taken an important step in evaluating training needs. Think of how employees must perform to meet the purpose of your organization and, in a broader sense, the Department. Then determine whether they need further development to meet that purpose and, if so, in what specific ways. Think in terms of their progress not only in the position to which assigned, but also to higher grades and skills. You may find a format similar to that of Exhibit 1 helpful in arriving at training needs in your organization. It also will provide a basis for reporting periodically, as required by your part of the Department, on training needs, training given and training planned.

When training needs are identified, determination must be made as to where and how the appropriate training best can be provided. Much of it takes place right in the work situation. When an employee enters on duty, for example, you orient him to his new position as discussed in the preceding Guide. You help an employee develop when you continually evaluate performance, inform him of how he is doing, and help him to improve as needed. You also aid an employee when you stimulate him to self-education, self-improvement and self-training. There are also many on-the-job coaching steps which you may take. Or you may find that more formal on-the-job training is needed in some instances. Your personnel office or the office responsible for the training function in your organization can help you plan for such

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training. That office can suggest techniques or methods to meet your needs. Also, it may suggest appropriate training facilities, both Government and non-Government, that can most economically and efficiently provide the training needed.

In all cases of training *the following shall be considered, without discrimination on the basis of sex*:

- The degree of employees' need for training.
- The potential of employees for advancement.
- The extent to which employees' knowledge, skill, attitudes or performance are likely to be improved by training.
- The ability of employees to apply the training on return to the job.
- The length of time and degree to which the Department expects to benefit from the employees' improved knowledge, skill, attitudes, or performance.

Before selecting employees for formal training:

- Be sure there are no other employees already fully qualified and available to meet the need.
- When training is provided on a selective basis and is expected to result in promotion of the individual on completion, the applicable promotion plan must be observed in making the selection.

For training in non-Government facilities:

- The employee must have at least one year of current continuous service *unless the authorized official determines that postponing the training until the service requirement is met would be contrary to the public interest* (not applicable to training of less than 40 hours, correspondence courses or training

given by manufacturers in use of their products, training for protection of life, safety or property, employee in a shortage position).

- The employee cannot receive a total of such training of more than one year in his first 10-year period or any subsequent 10-year period of civilian service (not applicable to training of less than 40 hours, correspondence courses or training given by manufacturers in use of their products).

- The employee cannot be enrolled solely for the purpose of obtaining a degree.

If an employee you supervise is assigned to training outside the Government you have certain responsibilities. Make sure he knows that he is expected to complete the course and to stay with the Department for a period at least three times as long as the training. If he does not complete the training or leaves the Department within this period of his own accord he will have to repay the cost of the training, other than his salary. *Exception may be made only in rare circumstances, such as serious illness.* Make sure any employee you supervise who does not complete the training submits written explanation. Then make your own recommendations and submit both to the person who approved the training.

Involuntary separation cancels the obligation to continue in service. Books and other property that an employee gets at Government expense are Government property.

You will be expected to evaluate training given to employees you supervise. Your part of the Department has its own procedure for doing this. The office responsible for the training can tell you what it is.

EMPLOYEE DEVELOPMENT AND TRAINING

CS

INDIVIDUAL TRAINING PLAN		Date				
Name	Position	Organization				
Development Needs (Position breakdown, duties, operations, etc.)	Sources of Development (Action to be taken)	Trainer	Proposed date to: Begin	Proposed date to: Complete	Date Completed	Comments
Signature of Participant	Signature of Supervisor	Signature of Approving Official				

FORM 1703 (59-53)

NEW DOCUMENT

(Selected portion only-III Additional Considerations p. 13, Meeting Professional and Non-Professional Needs)

A PERSONNEL DEVELOPMENT SYSTEM FOR RUTGERS UNIVERSITY LIBRARY WORKERS

Priorities

April 1975

Prepared at the Request of
The MRAP Implementation Committee,
Rutgers University Libraries

by

David Carr
Mabel Smith Douglass Library

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9. MEETING "PROFESSIONAL" AND "NON-PROFESSIONAL" NEEDS: A Possible Design

All library workers need organizational systems for learning and development; the skills and techniques taught by such systems are not necessarily predictable by rank or task of the library worker. Professional and non-professional learners may be assumed to have many common needs; thorough needs assessment will identify more explicitly the differences between professional and non-professional inquiries, if any. An assessment of what is currently available or proposed, however, suggests that it may be any non-management worker whose learning needs are, in general, less adequately met at Rutgers, where inadequate programs are currently the rule for everyone.

Dr. Herbert Kells's report, "Staff Development at Rutgers: A General Analysis of Needs and a Set of Proposals" (Rutgers University, Office of University Personnel, December 1974), suggests that actions can be taken with limited funding to meet learning needs, but that highest priority be given to expanded orientation, supervision, top management, middle management, and clerical programs. Specifically accorded lower priority are all "career development" programs for workers. Rather, "in-place" training and orientation take precedence. In most cases, however, managers are identified as priority clientele for staff development programs. Certainly we are in need of competent managers, but Dr. Kells does not address clearly the needs of all workers for staff development opportunities on a generally available basis. The need of every individual for rewarding participation in the institution through development programs, increased responsibility based on increased competence, and encouragement by incentives is also not clearly addressed by the Kells report. By emphasizing "in-place" training, however, the Kells report does establish a basis on which to pursue alternative methods for correcting the current failures of staff development programs.

Staff development programs should respond to the answers of workers to the question, "What skills do you need in order to do your tasks better?" or a variant of that question. It may be true that the responses of non-professional library workers will emphasize specific skills, human relations needs, or communications skills, and that professional workers will emphasize academic interests in their responses, but this is not a certain assumption. Communal interests, however, may be more extensive than the exclusive terms "professional" and "non-professional" tend to imply. The common institutional structure causes workers with divergent responsibilities to be interdependent in many ways. It is the shared problem, relevant to many tasks and lives, that demands the primary attention of any development program.

Workers at every rank need access to training in skills as well as to academic programs or independent inquiries; there should be no elitist assumptions in determining the needs of staff members according to their responsibilities. The design of any staff development program must embody flexible options, available to all library workers regardless of responsibility. A basic structure could include three modes of participation:

INDEPENDENT OPTION: academic coursework; internships within the library; independent study; other unique arrangement.

PROGRAM OPTION: planned workshops in series; specific skill training programs; film/discussion groups; management training sessions; other organized learning activities for groups of workers.

NON-PARTICIPATION OPTION: though it may cause some detriment to the program, all workers should have a fair chance to participate or not participate as they wish.

On a thirty-six week schedule (comprised of six six-week modules) an annual staff development program could permit participants to change their options at six-week intervals. Specific workshops could recycle every six weeks, or continue in a second phase, on the decision of the participants.

The attributes of any multi-option program are these:

1. Academic, non-academic, independent, group-centered, or skill-centered participation are possible simultaneously.

2. Non-participation is possible.

3. The use of modules presents natural evaluation and feedback sequences.

The suggested design or an alternate could be developed into a model in six months. A working pilot program could exist by February 1976.

The Kells report lists a series of definitions which identify relevant in-service training concepts. They are excerpted on the following page, with the suggestions that they are germane to all levels of work, and that they constitute the proper frame for any staff development enterprise.

IN-SERVICE EDUCATION

Directed learning to enable the worker to perform his duties more effectively and efficiently and to broaden his perspective of his work and organization.

JOB-TRAINING

Directed learning in the knowledge, skills, and attitudes required by a worker for his present position.

ORIENTATION

Directed introduction to the organization and related dissemination of information which is required for work.

SKILLS TRAINING

Directed learning in the specific knowledge, skills, and relationships of the position.

PERSPECTIVE DEVELOPMENT

Directed learning and guidance to equip the worker for greater responsibility or to develop a greater understanding and appreciation of his present responsibilities.

CAREER GUIDANCE

Organized assistance to prepare workers for greater tasks and responsibilities within the organization.

STUDY FOR WORK

Formal and informal pursuit of work-related disciplines.

(Adapted for this inquiry from H. R. Kells, "Staff Development at Rutgers: A General Analysis of Needs and a Set of Proposals", Office of University Personnel, Rutgers University, December 1974, p. 8a. From: State Government Training, a report prepared for the N. J. State Employee Development and Training Council by Synectics, Inc., 4/73.)

TRAINING ACTIVITIES IN THE NEW YORK PUBLIC LIBRARY

PART I INITIAL TRAINING

(BEING REVISED 8/77)

TITLE	PARTICIPANTS, REQUIREMENTS	PURPOSE/CONTENT	LEADERS	METHODS/MATERIALS/SCHEDULE
Induction	Newly appointed staff members			
NEW DOCUMENT	a) Personnel Office	Inform staff members about Library policies, regulations and benefits.	Personnel Representatives	Weekly meetings of staff members beginning work that week. Each staff member given appropriate Induction Kit of materials. Explanation and discussion of policies, regulations and benefits and distribution of identification card and forms for participation in retirement, health insurance and welfare benefits plan. Distribution of form for participation in union (as required).
	b) New staff member's assigned unit	Inform staff member about unit procedures and schedules; review staff member's duties.	Immediate supervisor and/or Unit Supervisor, Branch Librarian, or Department Head - as appropriate.	Day staff member reports to unit. Interview; tour of unit; introduction to other staff members. Explanation of forms and records (i.e.: Time & Leave Record) required of staff member.
On-the-Job Training	All new staff members; staff members transferred or promoted to new positions. Continuing basis.	Show staff member specific tasks and their relationship to other tasks in the unit (and the Library, as appropriate); periodic review of staff member's competency in tasks assigned; guide staff member's progress and development.	Unit Supervisor, Branch Librarian, Department Head and/or immediate supervisor with assistance of other staff as required.	Explanation; demonstration; supervised practice; observation; conference. Library Administrative Memoranda; branch, department, unit memoranda; appropriate manuals, forms, lists.

PART I - INITIAL TRAINING (cont.)

TITLE	PARTICIPANTS, REQUIREMENTS	PURPOSE/CONTENT	LEADERS	METHODS/MATERIALS/SCHEDULE
Library-Wide Orientation	All new staff members, except pages.	Introduce new staff members to the activities, organization and executive officers of the Library. Provide information about functions and services of units directed by each officer.	Executive officers; Assistant to Staff Relations Officer, tour guides.	Morning meeting two or three times a year. Reception and coffee; guided tour of Central Building led by selected staff members; visits with each of Library's executive officers. Distribution of guide material and brochures as appropriate; distribution of questionnaire to determine staff member reactions.
The Branch Libraries Orientation	All new staff members, except pages, in The Branch Libraries	Introduce new staff members to the organization and operations of The Branch Libraries. Includes information concerning the functions and relationships of: Office of Branch Libraries; Specialist Offices; Technical Services	Chief and Assistant Chief of The Branch Libraries	Morning meeting one week after Library-Wide Orientation. Comments by Chief and Assistant Chief, Coordinators introduced to group. Brief tour of central offices and technical services area.
The Introductory Professional Seminar: The Branch Libraries	Required during first year as librarian. Librarian Trainee may attend. Prerequisite for all promotional training seminars.	Explain in detail policies, practices and overall organization of The Branch Libraries; including budgeting, special collections and functions of Borough Offices, Technical Services and Specialist Offices.	Assistant Chief, with participation of Chief and Coordinators	Series of three meetings once a year. Lectures, discussions, tours.

PART I -- INITIAL TRAINING (cont.)

TITLE	PARTICIPANTS, REQUIREMENTS	PURPOSE/CONTENT	LEADERS	METHODS/MATERIALS/SCHEDULE
Beginning Professional Training Program: The Research Libraries	Librarian I and Librarian Trainees	Explanation and description of the overall organization, special collections, service units, and Preparation Services of The Research Libraries, including related services and activities of other than Research Library units.	Chief, Executive Assistant, Division Chiefs, Department Heads.	Series of six meetings once a year. Lectures, discussions, laboratory sessions, visits.
Specialized Professional Training Seminars: The Branch Libraries Children's Young Adult Adult Reference	Beginning librarian selecting area of specialization, or librarian experienced in a specialty requesting training in other area(s). Approval of appropriate Coordinator required.	Training librarians in specialty techniques, including book selecting policy, collection building, reviewing, reader service, exhibits, group work and special programs.	Specialist Coordinators and staff, Borough Office specialists.	Series of three (four in Children's Specialist) meetings at least once a year. Lectures, discussion, demonstration, supervised practice, written assignments.
Information Assistants: The Branch Libraries	All information Assistants within first year of service.	Explain overall policies, practices and operations and the functions of the specialized services in The Branch Libraries. Review general duties and responsibilities, and place of the Information Assistant in a branch.	Assistant Chief, Specialist Coordinators and staffs.	Series of four meetings once a year. Lectures, discussion.

TRAINING ACTIVITIES IN THE NEW YORK PUBLIC LIBRARY

PART II PROMOTIONAL TRAINING

TITLE	PARTICIPANTS, REQUIREMENTS	PURPOSE/CONTENT	LEADERS	METHODS/MATERIALS/SCHEDULE
The Senior Clerk Seminar: The Branch Libraries	Candidates for Senior Clerk positions with minimum of 2 years Library experience.	Develop supervisory ability on a clerical level. Increase knowledge of overall Library organization; functions of service offices (Controller, Staff Relations, BM&O, etc.) and their relation to The Branch Libraries. Specific training in supervisory techniques; scheduling, training, preparation of service reviews, etc.	Assistant Chief; Chief of The Personnel Office	Series of four meetings once a year. Lectures, discussions, written assignments.
Intermediate Training Seminar: The Branch Libraries	Candidates for Senior Librarian with one to two years experience; successful completion of Introductory Professional Seminar.	Prepare for Senior Librarian positions. Interpretation and application of Library policies, practices and operations in The Branch Libraries including scheduling; staff training, supervision and evaluation; public service, program planning.	Assistant Chief; with participation of Chief, Coordinators, Branch Librarian members of Advisory Board, Chief of The Personnel Office.	Series of six meetings once a year. Lectures, discussion and written assignments to test administrative and supervisory potential.
Intermediate Training Seminar: The Research Libraries	Librarians II, III, LTA IV, Administrative Assistant and equivalent Specialist titles.	Develop understanding of policies, practices and goals of The Research Libraries, including overall organization, personnel policies, supervision, acquisition and collection, conservation, public service policies and automation activities.	Chairman, Committee on Training; Division Chiefs; Department Heads; member of staff of Personnel Office	Series of seven meetings once a year. Lectures, discussion, exhibits, visits.

TRAINING ACTIVITIES IN THE NEW YORK PUBLIC LIBRARY

PART II - PROMOTIONAL TRAINING (cont.)

TITLE	PARTICIPANTS, REQUIREMENTS	PURPOSE/CONTENT	LEADERS	METHODS/MATERIALS/SCHEDULE
Advanced Training Seminar: Inter-departmental; available to qualified staff members of all units	Supervising Librarian candidates for Principal Librarian; Librarian III; Administrative Associate or comparable level of responcibility and experience.	Extend professional and administrative knowledge of Library. Provide insight into operations, current and future problems, special projects and goals. Develop approach to Library and Library policy as an integrated whole. Can include history, organization, budgeting, supervision, labor relations, automation; special themes and problems of a timely nature.	Director, Chief of The Research Libraries, Chief of The Branch Libraries, Business Manager, Staff Relations Officer, other executive officers as appropriate.	Discussion, extensive assigned readings, written assignments. Participant involvement in seminar content and evaluation. Series of eight to twelve weekly meetings, on an annual basis.

POSITION DESCRIPTION —
NONPROFESSIONAL EMPLOYEES

BROWN UNIVERSITY

Doc. 1

SELECTED PORTIONS OF:

BROWN UNIVERSITY LIBRARY

JOB DESCRIPTIONS

SUPPORT STAFF

PROVIDENCE, R.I.

1975

Figure 1

CATEGORIES OF LIBRARY PERSONNEL - SUPPORTIVE

Title	Basic Requirements	Nature of Responsibility
Library Associate Specialist	Bachelor's degree (with or without course work in library science); OR bachelor's degree, plus additional academic work short of the master's degree (in librarianship for the Library Associate; in other relevant subject fields for the Associate Specialist)	Supportive responsibilities at a high level, normally working within the established procedures and techniques, and with some supervision by a professional, but requiring judgment, and subject knowledge such as is represented by a full, four-year college education colminating in the bachelor's degree
Library Technical Assistant	At least two years of college-level study; OR A.A. degree, with or without Library Technical Assistant training; OR post-secondary school training in relevant skills	Tasks performed as supportive staff to Associates and higher ranks, following established rules
Library Clerk	Business school or commercial courses, supplemented by in-service training or on-the-job experience	Clerical assignments as required by the individual library

LIBRARY JOB DESCRIPTION
Union Positions

JOB TITLE: Library Clerk II - Bindery

DEPARTMENT: Library SECTION: Acquisitions

JOB SUMMARY: Performs a variety of clerical duties related to bindery records, and prepares books for the stacks.

SUPERVISOR: Under the direct supervision of the Library Supervisor (Bindery).

SUPERVISION RECEIVED: Moderate supervision given.

GUIDANCE EXERCISED (PERSONNEL): None

TYPICAL DUTIES:

Pages items charged to the bindery, types and files cards and other bindery records, and marks library materials with letters and numbers.

Enters periodicals in appropriate records, searches rubs, and discharges materials from the Bindery.

Pastes book pockets and/or plates in library materials and delivers to specified departments.

Answers the telephone, takes and relays messages, assists with the daily clean-up of the Department and performs related bindery duties as required.

PHYSICAL APPLICATION REQUIRED:
Occasionally pushes book trucks.

RELATIONSHIPS:
None outside direct line of supervision.

QUALIFICATIONS:

Graduation from high school.
Moderate typing skill.
Successful completion of related tests, e.g. lettering by hand.
Ability to file accurately.

LIBRARY JOB DESCRIPTION
Union Positions

JOB TITLE: Library Clerk I - Administration (Mail)

DEPARTMENT: Library SECTION: Administration

JOB SUMMARY: Picks up and delivers mail and other materials and insures their proper dispatch.

SUPERVISOR: Under the direct supervision of the Library Business Manager

SUPERVISION RECEIVED: Minimum supervision given; follows standardized procedures.

GUIDANCE EXERCISED (PERSONNEL):
None, may provide training and orientation to part-time student assistants.

TYPICAL DUTIES:
Drives truck to transport incoming and outgoing library materials.
Receives, sorts and delivers incoming and inter-office mail.
Opens packages and delivers contents to appropriate departments.
Packs and prepares outgoing mail and shipments, including inter-library loans.
Assists with running errands and performs related duties as required.

PHYSICAL APPLICATION REQUIRED:
Lifts, pushes and pulls heavy loads on a regular basis.

RELATIONSHIPS:
Nothing of significant nature.

QUALIFICATIONS:
Graduation from high school or equivalent.
Valid Rhode Island driver's license.
Good health and strength to lift heavy materials.
Previous experience not required.

LIBRARY JOB DESCRIPTION
Union Positions

JOB TITLE: Library Clerk III - Cataloging (Technical Typist/Reviser)

DEPARTMENT: Library SECTION: Cataloging Department

JOB SUMMARY: Prepares cards and copy for all the Library's catalogs, types related forms, and revises the work of other typists and part-time student assistants.

SUPERVISOR: Under the direct supervision of the Library Supervisor (Typing Room).

SUPERVISION RECEIVED: Close supervision and all typing revised.

GUIDANCE EXERCISED (PERSONNEL): No continuing responsibility, may provide training and orientation to new personnel and part-time student assistants. Regularly revises some work of 2-3 FTE staff and 2-3 student assistants.

TYPICAL DUTIES:

Prepares copy for card reproduction, including input at computer terminal.
Proof reads cataloging copy (in all languages, Roman and non-Roman alphabets) prepared for card production, checking against cataloger's work sheets and instructions for all types of errors and lay-out.
Types cross reference cards, bindery forms, sheet shelf lists, other bibliographic records, and forms.
Makes additions and corrections to existing records.
Consults with Supervisor to obtain authority to make certain changes or to return copy to Catalog Department.
Sorts, stamps and arranges cards for filing and distribution.
Performs related clerical duties for Technical Services as required.

PHYSICAL APPLICATION REQUIRED:

Long periods of sitting combined with close work.

RELATIONSHIPS:

None with public; work problems discussed with members of Cataloging and Serials Departments.

QUALIFICATIONS:

Graduation from high school or equivalent.
Typing skill of at least 50 words per minute.
Ability to keyboard on computer terminals.
Ability to interpret complicated instructions.
Ability to perform detailed work accurately with reasonable speed.
Eyesight which permits close work.

LIBRARY JOB DESCRIPTION
Union Positions

JOB TITLE: Library Technical Assistant I - Cataloging (Asst. to Typing Supervisor)

DEPARTMENT: Library SECTION: Cataloging Department

JOB SUMMARY: Performs technical tasks relating to the production of cataloging records, and assists the Supervisor with duties and special projects as assigned.

SUPERVISOR: Under the direct supervision of the Library Supervisor (Typing).

SUPERVISION RECEIVED: Close revision of all typing. Minimum supervision given for other duties, follows standardized procedures.

GUIDANCE EXERCISED (PERSONNEL): Temporary responsibility in absence of Supervisor: provides training, direction and orientation to new personnel and student assistants. Regularly revises some work of 4 FTE staff, and 4-5 student assistants.

TYPICAL DUTIES:

Assumes temporary supervisory duties in the absence of the Supervisor.
Assists with proof-reading cataloging copy (in all languages, Roman and non-Roman alphabets) prepared for card production, checking against cataloger's work sheets and instructions for all types of errors and layout.
Assists with preparation of copy for card reproduction, including input at computer terminal.
Assists with the typing of all records relating to cataloging.
Assists with sorting, stamping, and arranging card sets for proper distribution and filing, and revises the work of others who have prepared the batches.
Assists with the training and supervision of new employees, and part-time student assistants.
Performs related duties as required by Technical Services.

PHYSICAL APPLICATION REQUIRED:
Long periods of sitting combined with close work.

RELATIONSHIPS:
None with public; work problems discussed with members of Cataloging and Serials Departments.

QUALIFICATIONS:

Graduation from high school or equivalent.
Ability to concentrate on detailed and technical work.
Ability to interpret complicated instructions.
Ability to use computer terminals.
Ability to perform detailed work accurately and with reasonable speed.
Ability to interact favorably with other staff.
Successful completion of standard typing test.
Previous related experience.

LIBRARY JOB DESCRIPTION
Union Positions

JOB TITLE: Library Associate Specialist - Cataloging

DEPARTMENT: Library SECTION: Cataloging Department

JOB SUMMARY: Catalogs and classifies book and non-book materials, chiefly on the basis of Library of Congress information, or on a well-established pattern. Performs routine duties as assigned.

SUPERVISOR: Under the direct supervision of Senior Cataloger (according to subject assignment).

SUPERVISION RECEIVED: Finished cataloging reviewed. Receives minimum supervision of routine assignments.

GUIDANCE EXERCISED (PERSONNEL):
No continuing responsibility, may provide training and orientation to new personnel and/or part-time student assistants.

TYPICAL DUTIES:
Using catalog information provided, processes library materials in a variety of languages and format, by checking appropriate files, catalogs, and bibliographies, making necessary adjustments to insure correct form and uniformity with BU practice.
Performs complex bibliographic research to establish main entries for the official catalogs.
Composes cataloging copy (descriptive, subject headings, classification) for a book in hand based on LC, existing Brown University copy, or following established guidelines.
Transfers and withdraws materials and records.
Searches for cataloging copy via computer bases or printed data, verifying name entries, subjects, and series form for the professional staff.
Keeps accurate statistics relevant to work performed.
Assists with all department clerical work, including filing and revision of filing.

PHYSICAL APPLICATION REQUIRED:
Strength for standing and removing card trays.

RELATIONSHIPS:
None, beyond regular contacts within the Department.

QUALIFICATIONS:
Four year college or university degree with subject specialty as applicable.
Reading knowledge of one or more foreign languages.
Ability to perform detailed work accurately and with reasonable speed.
Adaptability.
Eyesight which permits close work.
Minimum typing skill.
Ability to learn to operate computer terminal.

LIBRARY JOB DESCRIPTION
Union Positions

JOB TITLE: Library Clerk I - Circulation (Check-out Attendant)

DEPARTMENT: Library

SECTION: Circulation and Interlibrary Loan Services

JOB SUMMARY: Oversees persons entering and leaving the buildings, enforcing Library security regulations.

SUPERVISOR: Under the direct supervision of Library Supervisor (Circulation and Inter-Library Loan Services).

SUPERVISION RECEIVED: Minimum supervision given; follows standardized procedures.

GUIDANCE EXERCISED (PERSONNEL): None

TYPICAL DUTIES:

Checks all materials being removed from the buildings to insure proper charge, including inspection of bags, brief cases, etc.
Counts incoming persons (issues visitor's permits), and directs persons to various departments.
Assists with shelving books and reading shelves.
Performs other duties such as marking duplicate cards, discharging carrel cards, prefiling, and sorting.
Assists with security procedures at closing time.

PHYSICAL APPLICATION REQUIRED:

Occasional pushing and pulling library book trucks.

RELATIONSHIPS:

Constant contact with public.

QUALIFICATIONS:

High school graduation or equivalent experience.
Ability to interact favorably with the public.
Ability to work without constant supervision.
Responsibility and reliability to maintain strict schedule.

LIBRARY JOB DESCRIPTION
Union Positions

JOB TITLE: Library Clerk I - Book Stacks

DEPARTMENT: Library

SECTION: Circulation and Interlibrary Loan Services

JOB SUMMARY: Shelves, or otherwise arranges materials in the Library's collections, and assists with some other Circulation duties.

SUPERVISOR: Under the direct supervision of the Library Supervisor (Stacks).

SUPERVISION RECEIVED: Moderate supervision given, and the flow of the work is controlled by the duties of the job.

GUIDANCE EXERCISED (PERSONNEL): None

TYPICAL DUTIES:

Sorts, loads on book strucks, transports, and shelves all types of library materials, scanning shelves for misplaced items to be returned to Supervisor.
Helps maintain the book stacks by shelf reading and shifting materials as required.
Assures proper use and location of all book stacks equipment and alerts Supervisor to any improper use of book stacks areas.
Charges and discharges materials to carrels.
Provides patrons with directional information in locating materials.
Substitutes for check-out attendants as required.
May assist with training of part-time student assistants.
Performs related duties as required.

PHYSICAL APPLICATION REQUIRED:

Frequent pushing and pulling of heavily loaded book trucks.

RELATIONSHIPS:

None outside of direct line of supervision.

QUALIFICATIONS:

Graduation from high school or equivalent.
Ability to comprehend various classification schemes for shelving.
Ability to perform duties without constant supervision.
Physical strength for carrying and lifting books and pushing book trucks.
Some previous work experience.

LIBRARY JOB DESCRIPTION
Union Positions

JOB TITLE: Library Technical Assistant I - Circulation (Rockefeller)

DEPARTMENT: Library

SECTION: Circulation and Interlibrary Loan Services

JOB SUMMARY: Performs those functions associated with the day-to-day circulation of library materials, and assists with the security and directional services during evenings and weekends.

SUPERVISOR: Under the direct supervision of the Assistant Head of Circulation.

SUPERVISION RECEIVED: Moderate supervision given, and the flow of the work is controlled by the duties of the job.

GUIDANCE EXERCISED (PERSONNEL): No continuing responsibility: may provide training, direction, and orientation to part-time student assistants.

TYPICAL DUTIES:

Charges and discharges library materials, including those in carrels, pages materials from special locations, answers questions on the location of materials, and answers simple directional questions.

Processes overdues, collects money for fines and/or lost books, accounting for same, and types relevant correspondence and forms.

Participates in inventory of all resources of the Library and searches for books which cannot be located.

Provides explanations of circulation regulations, and checks credentials of persons seeking access to locked areas.

Prepares and codes all daily transactions and records statistics.

Trains and directs student assistants, as well as assists with the maintenance of all departmental files.

Assigns carrels and determines frequency and condition of use.

Assists in other areas of the Circulation Department as work loads warrant or in the event of an emergency.

Assists with opening and closing building and performs related duties as required.

PHYSICAL APPLICATION REQUIRED:
Frequent lifting and shelving of books.

RELATIONSHIPS:
Frequent contact with library public.

QUALIFICATIONS:
Two years of college level study, or equivalent.
Ability to interact favorably with public.
Ability to perform detailed work accurately and with reasonable speed.
Ability to work under pressure during peak periods.
Ability to organize work and direct student assistants.
Minimum typing skill.
Ability to work without close supervision.
Knowledge of a foreign language desirable.

LIBRARY JOB DESCRIPTION
Union Positions

JOB TITLE: Library Technical Assistant I - Special Collections Archives

DEPARTMENT: Library SECTION: Special Collections

JOB SUMMARY: Performs a wide variety of functions relating to the organization, handling, and servicing of Brown University archival material.

SUPERVISOR: Under the direct supervision of the Archivist or Assistant Archivist.

SUPERVISION RECEIVED: Moderate supervision given, and the flow of the work is controlled by the duties of the job.

GUIDANCE EXERCISED (PERSONNEL): None; may provide training and guidance to student assistants.

TYPICAL DUTIES:
Organizes, identifies, and arranges materials, insuring the accuracy of the records, and claims missing items.
Prepares "analytics" for archival collected writings, and descriptions of non-book materials, as well as preliminary cataloging or archival manuscripts.
Supervises maintenance of charge files, and the organization of Brown theses.
Assists patrons as requested, and assists with correspondence.
Edits and proofreads card indexes, and revises other files.
Performs related duties as required.

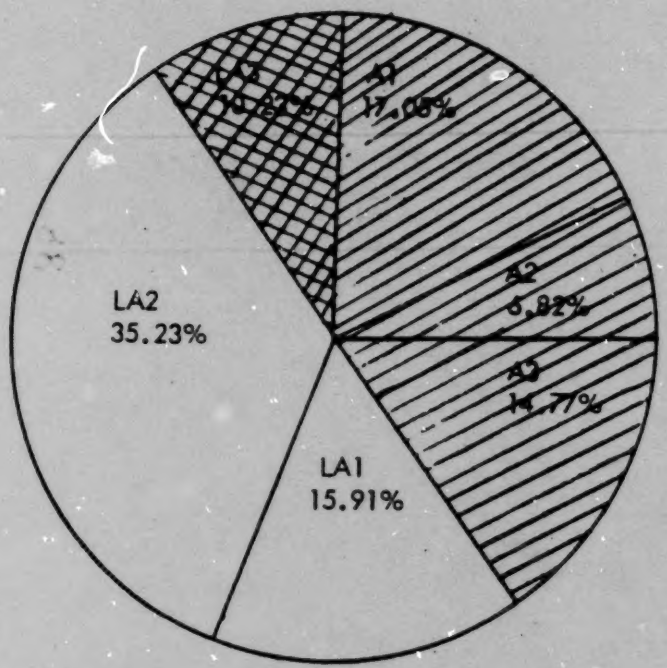
PHYSICAL APPLICATION REQUIRED: Good eyesight for close work.

RELATIONSHIPS: Frequent contacts with library public.

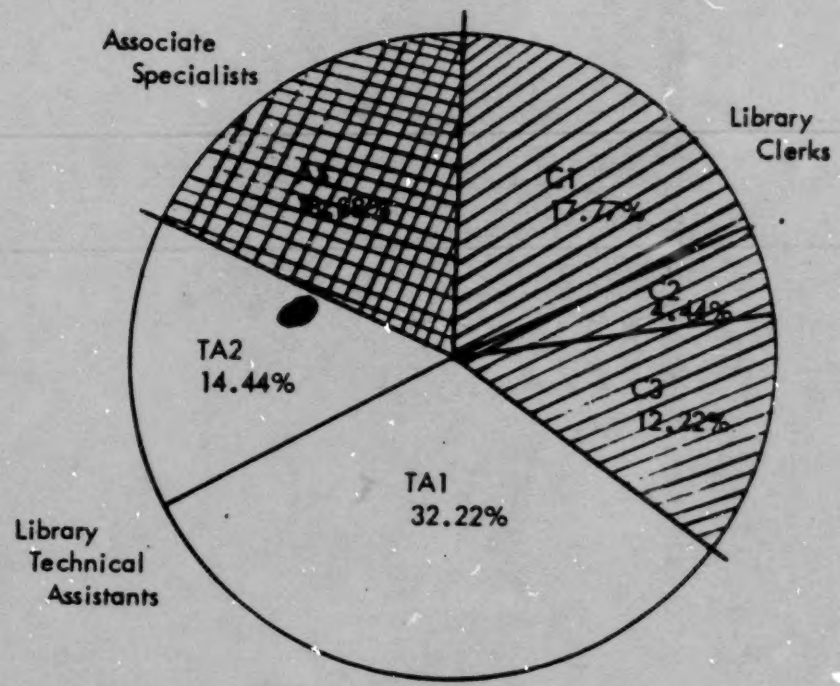
QUALIFICATIONS:
Two years of college level study or equivalent experience or training.
Ability to interact favorably with public.
Eye sight which permits close work.
Ability to organize a variety of materials into logical categories.

JOB POSITIONS

Current job positions



Proposed job positions



SELECTED PORTIONS OF:

PERFORMANCE EVALUATION FOR CLERICAL AND GSA STAFF IN THE UNIVERSITY OF CHICAGO LIBRARY

May, 1975

Contents:

Part I - Purpose of performance evaluation
Part II - Performance evaluation criteria
Part III - Provisions for the use of the clerical and GSA performance evaluation system
Part IV - Performance evaluation form

PART I: PURPOSES OF PERFORMANCE EVALUATION

1. To promote equitable appraisal of the employee's performance in relation to his or her job.
2. To reinforce mutual awareness between supervisor and employee of performance expectations and of the job's requirements and priorities.
3. To aid the supervisor in assessing the collective strengths and weaknesses of his/her department or section.
4. To maintain an ongoing record for later reference when reviewing the employee's salary or when recommending for another job in the Library.
5. To recognize in writing an employee's special accomplishment(s) or steady contribution to the job.
6. To indicate specific tasks in a job which the supervisor observes the employee doing adequately, well, or expectionally well.
7. To indicate specific tasks in a job which the supervisor observes the employee not doing or doing incorrectly, and where appropriate, to identify training needs and to suggest a course of action designed to meet these needs.
8. To ensure that the supervisor discussess his/her judgment of the employee's performance with the employee on a regular basis.
9. To indicate general qualities of performance which are pertinent to the job and which, in the supervisor's opinion, are strong, adequate, or weak qualities in the employee's performance. These qualities will be defined in specific terms to the employee at the time of hire.
10/ To ensure a regular time and a convenient means for an employee to indicate what he/she would like to do, learn, or develop further.
11. To indicate to the employee opportunities for further development. These opportunities may be within the current job:
    The employee may wish to learn, and should then be encouraged to learn:
      How the unit functions beyond what his/her job entails.
      How the unit functions within the section or division.
    The employee should be encouraged to develop skills required by the job:
      Example: if the job requires certain typing skills, the employee may wish to pursue a self-improvement or instructional course in typing.
      The same would hold true for any skill that can be developed in such a way.
    Some opportunities may be outside the current job:
    The employee should be encouraged to broaden the scope of his/her understanding of the overall function of the Library.
      He/she should be encouraged to take advantage of Library orientation tours
      When appropriate, the employee should be encourage to inquire into the functioning of other areas of the Library which his/her work may affect directly or indirectly.
    The decision to explore opportunities for further developmet is up to the employee; the supervisor may offer assistance if the employee expresses interest.

PART II: PERFORMANCE EVALUATION CRITERIA

DEPENDABILITY: The degree to which the employee is reliable within the requirements of the job.

* Maintains an established schedule.
* Makes appropriate arrangements for absences.
* Works with minimal supervision.
* Meets deadlines with completed assignments.

KNOWLEDGE OF THE JOB: The degree to which the employee understands the job elements required to perform work assignments properly.

* Demonstrates understanding of standard procedures.
* Acquires and applies necessary job skills within a reasonable period of time.
* Shows recognition of job priorities.
* Demonstrates understanding of how one's work relates to other work in the department and in the Library.
* Acts as a resource person concerning elements of the job.
* Shows understanding of the general plans and goals of the work unit.
* Shows knowledge of proper communication channels.

FLEXIBILITY: The manner in which the employee meets changing conditions and responds to new procedures.

* Adapts to changes in standard procedures and work duties.
* Adapts to changing job responsibilites.
* Adapts to changing job relationships.

QUALITY AND QUANTITY OF WORK: Quality results from the performance of various functions of the job with accuracy and thoroughness, and the attempt to attain maximum efficiency. Quantity refers to the amount of work accomplished in relation to the workload in a given period of time. Quality and quantity are considered together because a balance between the two is more desirable than sacrificing either to the other.

Quality

* Percentage of error.
* Gives attention to the details of the job.
* Adheres to job standards.

Quantity

* The amount of measurable work performed in relation to a defined standard.
* Organizes work for maximum efficiency.

COOPERATIVENESS: The degree to which the employee works effectively with others, both supervisors and peers, toward the objectives of the work unit.

* Aids other members of the work unit.
* Demonstrates concern for the rights of others.
* Uses tact and courtesy in dealing with others.

JUDGMENT: The degree to which the employee correctly assesses the probable results of alternative courses of action and chooses a course which makes the best use of available resources.

Problem-solving

* Recognizes problems and their priorities.

* Utilizes skill and knowledge in analyzing problems.
* Sees the implications of particular solutions.

Initiative

* Contributes to, suggests, and/or implements improvements as appropriate.
* Finds or asks for something to do when assigned tasks are completed.

SUPERVISION: (To be used if the employee supervises the work of others): The degree of efficiency with which the employee plans, organizes, coordinates, and directs the operations and work of his or her staff.

Planning and organizing

* Establishes work objectives.
* Delegates authority.

Staff management

* Trains and develops staff.
* Encourages effective performance of the staff.
* Is receptive to staff suggestions, problems, and complaints.
* Impartially and sensitively evaluates staff.
* Communicates work objectives and takes steps to ensure their accomplishment.

PART III: PROVISIONS FOR THE USE OF THE CLERICAL AND GSA PERFORMANCE EVALUATION SYSTEM

A. GENERAL PROVISIONS

1. PURPOSES. Part I outlined the purpose of the performance evaluation system. With these purposes in mind, each supervisor shall evaluate the performance of those employees he or she supervises and shall discuss the completed evaluation with the employee.

2. EVALUATION CRITERIA. Part II outlined the criteria to be considered in the performance evaluation.
   a. Comments under the individual criteria must be included for all full-time and/or supervisory personnel, and all staff on paid benefits.
   b. Unless requested by the employee, comments for part-time, non-supervisory, non-paid allowance staff may be omitted under the individual criteria.

3. OVERALL EVALUATION. The supervisor shall provide a statement as to which criterion/a he considered most important in relation to the job responsibilities of the employee and why. Given that statement, the supervisor shall indicate which of the following best describes the employee's overall performance:
   a. Performs expectionally well and through positive suggestions demonstrates the ability to help solve important problems related to the job.
   b. Performs consistently well. Above average competence in the skills and knowledge required by the position.
   c. Competent and good performer who fulfills the job requirements and is suited to the work.
   d. Possesses the basic requirements for the present position but falls short of satisfactory and consistent performance at this time.
   e. Performs extremely inconsistently and is generally a poor employee for this type of work.

Supervisors shall also provide a summary statement of the strengths and weaknesses of the employee and indicate what should be emphasized during the next review period in order to enhance the employee's performance.

4. RESPONSIBILITIES OF THE PARTICIPANTS IN THE EVALUATION PROCESS.
   a. The employee should:
      i. Request clarification from his supervisor of any job requirements which he or she does not understand.
      ii. Discuss with his or her supervisor changes in the job responsibilities which may affect the job description.
      iii. Inform his or her supervisor of any fact or circumstance which should be taken into account in evaluating his or her performance.
      iv. Participate in the evaluation process so that it is constructive in accomplishing its purpose.
      v. Request discussion of his or her performance evaluation if a discussion is not initiated by his or her supervisor.
      vi. Sign the performance evaluation form to certify that he or she has seen and discussed it.
      vii. Prepare a written statement of objections if he or she wishes to appeal the evaluation.

b. The supervisor shall:
   i. Make positive use of the evaluation criteria and performance expectations to fairly evaluate the employee's performance. Normally, the employee's job description should be used as a focal point for discussing requirements and expectations.
   ii. Consult with lead employees concerning the performance of employees whose work the supervisor does not directly observe.
   iii. Discuss the evaluation with the employee in a manner consistent with the purpose of the performance evaluation.

c. The Department Head, if he or she is not the immediate supervisor, will examine the evaluations of all the employees in the department. This examination will provide consistency in the application of evaluation criteria, and serve as an additional basis for evaluating performance of supervisors.

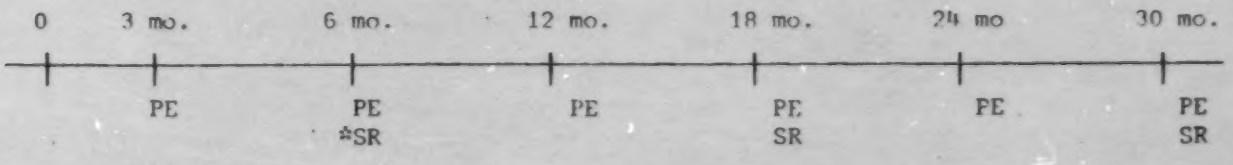
B. THE EVALUATION PROCESS

1. PARTICIPANTS IN THE PROCESS.
   a. The EMPLOYEE'S performance in evaluated over a given period of time. The evaluation is based on previously stated criteria and expectations and is discussed with the employee.
   b. The IMMEDIATE SUPERVISOR will prepare a written evaluation of the employee's performance and will discuss the evaluation with the employee.
   C. The DPEARTMENT HEAD, if he or she is not also the immediate supervisor, will examine the evaluation of all of the employees in the department.
   d. The LIBRARY PERSONNEL OFFICE will receive, monitor, and maintain on file the original copy of the signed performance evaluation form (copies may also be kept by the supervisor and by the employee).

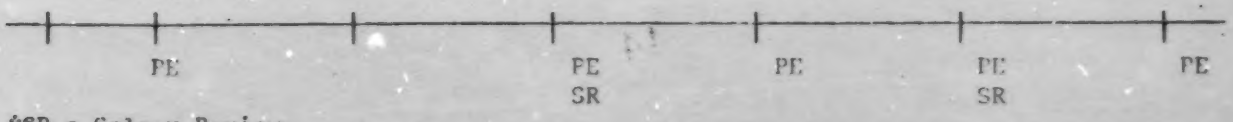
2. CYCLE OF PERFORMANCE EVALUATIONS. Written performance evaluations will cover the period elapsed since the last written evaluation and will be prepared at the following intervals:
   a. Three months after initially joining the staff.
   b. Three months after promotion within the Library.
   c. At the time of salary reviews.
   d. At the mid-point between salary reviews. Newly hired students will not be reviewed between three month review and salary review.

The scales below illustrate the timing of the performance evaluation system:

Full-time



Part-time



*SR = Salary Review

3. DELAY OF CYCLE OF PERFORMANCE EVALUATION.
   a. If an employee receives a written Corrective Action Form which states that his or her salary review will be delayed for a specific period of time (not to excced 90 days) then his or her performance review will be delayed by an equivalent period of time. If such a corrective action form does not result in a delay of salary review, then the performance evaluation will not be dslayed.
   b. If an employee is in an out-of-pay status for two or more consecutive pay periods, his or her review cycle will be delayed by a period equivalent to the length of the out-of-pay period.

4. DOCUMENTATION.
   a. An "outstanding" or "very good" rating shall require justification describing clearly and specifically how the employee has exceeded the established performance expectations.
   b. A "satisfactory" rating should include specific statements for the purpose of illustration to the employee of the supervisor's application of the evaluation criteria.
   c. A "needs improvement" or "unsatisfactory" rating shall require statements and examples justifying the rating in relation to previously established expectations. Facts of prior warnings and efforts of the supervisor to help the employee improve such performance should be included.

5. APPEAL OF PERFORMANCE EVALUATION. If an employee disagrees with the supervisor's evaluation of his or her performance, he or she may appeal that evaluation to the next supervisor above whomever prepared the evaluation.
   a. The employee shall, within two weeks of the discussion of the evaluation with the supervisor, prepare a written statement covering the grounds for appeal with specific examples.
   b. A copy of the appeal statement shall be sent to the Library Personnel Office to be placed in the employee's personnel file; another copy shall be sent to the immediate supervisor, and the original to the individual to whom the appeal is being made.
   c. The supervisor reviewing the appeal will discuss the evaluation with all parties concerned and respond to the employee in writing within two weeks of receipt of the written appeal. A copy of the response should also be sent to the Library Personnel Office for inclusion in the employee's personnel file.
   d. If the employee is not satisfied with the response of the reviewing supervisor, he or she may file subsequent appeals through the next higher levels of supervision up through the Director of the Library to the University Personnel Office.
   e. The Library Personnel Office will monitor progress of appeals and is available for consultation at all levels of the process to both employees and supervisors.

DATE: _____

POSITION: _____

DEPARTMENT: _____

EMPLOYEE NAME: _____

DIVISION: _____

PART IV: PERFORMANCE EVALUATION FORM

THE UNIVERSTIY OF CHICAGO LIBRARY

CLERICAL AND GSA

PERFORMANCE EVALUATION FORM

The statements following the definitions of criteria are descriptive examples and are intended for use as guides. They are not to be considered necessarily inclusive or exhaustive.

Comments under the individual criteria must be included for all full-time and/or supervisory personnel, and all staff on paid benefits.

Unless requested by the employee, comments for part-time, non-supervisory, non-paid allowances staff may be omitted under the individual criteria.

A. EVALUATION BY CRITERIA

DEPENDABILITY: The degree to which the employee is reliable within the requirements of the job.

* Maintains an established schedule.
* Makes appropriate arrangements for absences.
* Works with minimal supervision.
* Meets deadlines with completed assignments.

Scale:

unsatis-factory	needs improvement	satisfactory	very good	out-standing

Comments:

KNOWLEDGE OF THE JOB: The degree to which the employee understands the job elements required to perform work assignments properly.

* Demonstrates understanding of standard procedures.
* Acquires and applies necessary job skills within a reasonable period of time.
* Shows recognition of job priorities.
* Demonstrates understanding of how one's own work relates to other work in the department and in the Library.
* Acts as a resource person concerning elements of the job.
* Shows understanding of the general plans and goals of the work unit.
* Shows knowledge of proper communication channels.

Scale:

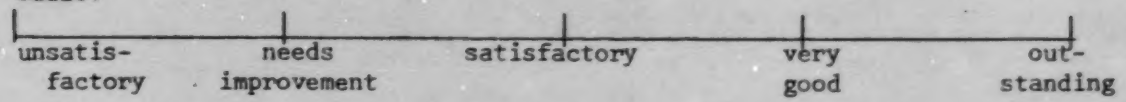
unsatis-factory	needs improvement	satisfactory	very good	out-standing

Comments:

FLEXIBILITY: The manner in which the employee meets changing conditions and responds to new procedures.

* Adapts to changes in standard procedure and work duties.
* Adapts to changing job responsibilities.
* Adapts to changing job relationships.

Saale:



Comments:

QUALITY AND QUANTITY OF WORK: Quality results from the performance of various functions of the job with accuracy and thoroughness, and the attempt to attain maximum efficiency. Quantity refers to the amount of work accomplished in relation to the workload in a given period of time. Quality and quantity are considered together because a balance between the two is more desirable than sacrificing either to the other.

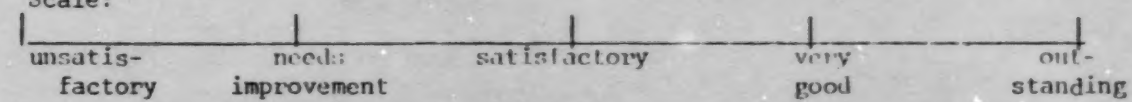
Quality

* Percentage of error.
* Gives attention to the details of the job.
* Adheres to job standards.

Quantity

* The amount of measurable work performed in relation to a defined standard.
* Organizes work for maximum efficiency.

Scale:

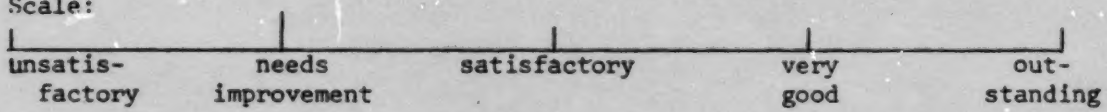


Comments:

COOPERATIVENESS: The degree to which the employee works effectively with others, both supervisors and peers, towards the objectives of the work unit.

* Aids other members of the work unit.
* Demonstrates concern for the rights of others.
* Uses tact and courtesy in dealing with others.

Scale:



Comments:

JUDGMENT: The degree to which the employee correctly assesses the probable results of alternative courses of action and chooses a course which makes the best use of available resources.

Problem-solving

* Recognizes problems and their priorities.
* Utilizes skill and knowledge in analyzing problems.
* Sees the implications of particular solutions.

Initiative

* Contributes to, suggests, and/or implements improvements as appropriate.
* Finds or asks for something to do when assigned tasks are completed.

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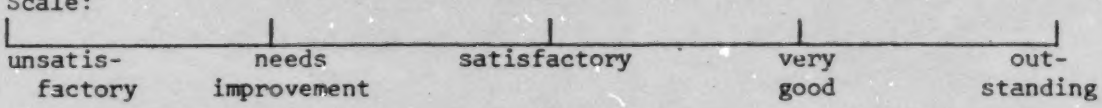

Comments:

SUPERVISION (To be used if the employee supervises the work of others): The degree of efficiency with which the employee plans, organizes, coordinates, and directs the operations and work of his or her staff.

Planning and organizing

* Establishes work objectives.
* Delegates authority.

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* Trains and develops staff.
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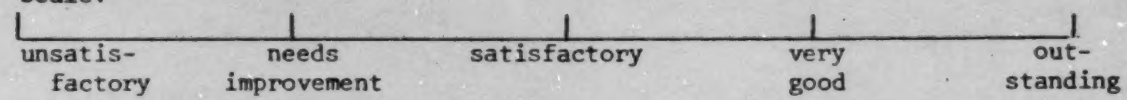
* Is receptive to staff suggestions, problems, and complaints.
* Impartially and sensitively evaluates staff.
* Communicates work objectives and takes steps to ensure their accomplishment.

Scale:



Comments:

B. OVERALL EVALUATION

Which criterion/a do you consider to be especially important in relation to the job responsibilities of this employee? Why?

Given the above, check which of these statements best describes the employee's overall performance.

- ☐ Performs exceptionally well and through his or her positive suggestions has demonstrated the ability to help solve problems related to the job.
- ☐ Performs consistently well. Above average competence in the skills and knowledge required by the position.
- ☐ Competent and good performer who fulfills the job requirements and is suited to the work.
- ☐ Possesses the basic requirements for the present position but falls short of satisfactory and consistent performance at this time.
- ☐ Performs inconsistently and is generally a poor employee for this type of work.

Provide a summary statement of the strengths and weaknesses of the employee and indicate what should be emphasized during the next review period in order to enhance performance.

TO BE COMPLETED AFTER DISCUSSION OF THE EVALUATION BETWEEN EMPLOYEE AND SUPERVISOR.

SUPERVISOR PREPARING EVALUATION:

I have discussed this evaluation with the employee concerned.

_____
(Signature)

EMPLOYEE:

I have read this evaluation of my performance and have reviewed it with my supervisor.

_____
(Signature)

_____
(Date)

EMPLOYEE'S COMMENTS (Optional)

TO BE COMPLETED BY THE DEPARTMENT HEAD IF HE OR SHE IS NOT THE EMPLOYEE'S IMMEDIATE SUPERVISOR.

I have examined this evaluation.

_____
(Date)

[redacted] — CORNELL UNIVERSITY

— PERFORMANCE EVALUATION FOR NONPROFESSIONAL EMPLOYEES —

Doc. 8

CUL Procedure #3
"NON-EXEMPT PERSONNEL
PERFORMANCE ASSESSMENT"
January 10, 1973

[redacted]

— SELECTED PORTIONS OF: —

NON-EXEMPT PERSONNEL PERFORMANCE ASSESSMENT

The following are the CUL Guidelines for Non-Exempt Personnel Performance Assessment.

GUIDELINES FOR CUL'S NON-EXEMPT PERSONNEL PERFORMANCE ASSESSMENT SYSTEM

Sequentially the elements included in the performance assessment system are:

1) The Performance Assessment Form is completed through Item III on the verso by the immediate supervisor.

2) The supervisor then consults with his department head prior to meeting with the employee.

3) A face-to-face interview occurs, providing the opportunity for the supervisor and subordinate to exchange job-related information.

4) Supervisor follows up on points left unanswered during the interview and takes steps necessary to assure that agreed development activities occur on schedule.

5) Periodic meetings are planned during the course of the rating period to allow for continuing information flow and feedback regarding on-the-job progress.

COMPLETING THE FORM:

The Performance Assessment Form is designed to provide the basis for periodic review of an employee's performance. The objectives of the system are to allow for orderly development of the Library's human resources, to provide managers with an assessment device that will facilitate a face-to-face interview with the job incumbent and at the same time provide a comprehensive view of the job, its problems and potentialities, for both parties.

Once the "vital statistics" at the top of the form are completed, the manager begins to evaluate the employee on the basis of nine behavioral characteristics. These nine categories by no means exhaust the range of possibilities, but they do cover elements present in most work situations. If there are other characteristics which the individual manager (or subordinate) consider important, supporting information can be attached or included in comments on the reverse side of the form.

There are three boxes atop each descriptive phrase to enable the manager to agree generally with the statement (by placing a check mark in the center box) or, alternatively, suggest that the performance characteristic being assessed tends toward the description on the right or left (by placing a check mark in the box to the right or left of center). Furthermore, any key words which are particularly descriptive can be underlined for emphasis.

The reverse side of the form calls for narrative statements regarding strengths, improvements that would contribute to performance, etc. It is important to remember at this point that a main purpose of the appraisal is development of the job holder. Comments which will have the greatest impact will be constructively directed toward this end.

FREQUENCY:

New employees will be appraised at the end of the first three months of employment (to coincide with expiration of the probationary period) and optionally as needed at the end of six months. Thereafter each employee will be evaluated once in each calendar year as follows: with surnames beginning with letters A-B during January, C-D in February, E-F in March, G-H in April, I-K in May, L-M in June, N-O in July, P-Q in August, R in September, S. in October, T-V in November, W-Z in December. Initiative will reside with the department head, but the Personnel Officer will issue reminders at the beginning of each month as to staff members due to be evaluated.

DISTRIBUTION:

The form should be completed so as to provide copies for:

1) The department head

2) The interviewee

3) The Library Personnel Officer

Files containing Performance Assessment Forms will be confidential.

THE INTERVIEW:

The interview is the focal point of the appraisal process since it is the vital communications medium. It is during the interview that the supervisor

and the subordinate will gain, mutually, an understanding of the job and explore relative expectations. The interview needs to be carefully planned in order to assemble pertinent factual information, deciding what needs to be accomplished in the interview, considering the employee's point-of-view, and allowing for privacy and sufficient time.

A main purpose of performance assessment is development of the individual--to include improvement in the present assignment and improvement to fulfill promotional opportunities. Furthermore, the individual should leave the performance appraisal interview with a willingness to do better. The individual should be recognized for accomplishments, be made aware of the supervisor's perceptions of deficiencies, be assured that work goals and standards are consistent with those of management and gain a clear picture of how well the job is being performed.

I. What are this individual's most outstanding qualifications?

II. What improvement would most significantly strengthen current performance?

How can this improvement best be achieved, e.g. course work, more on-the-job training, etc?

III. After considering all factors, indicate on the scale the description which most accurately characterizes your overall appraisal of this individual.

Fails to meet job requirements	Requires excessive supervision and attention	Generally meets established work plans	Performs with minimum supervision and direction	Consistently surpasses job requirements

COMMENTS:

IV. What was the employee's reaction to your discussion of this appraisal?

V. SUPERVISOR _____ EMPLOYEE _____
(Signed) (Signed)

CUL Procedure #3

CORNELL UNIVERSITY
PERFORMANCE ASSESSMENT

NAME LAST	FIRST	MIDDLE INITIAL	DATE OF RATING
JOB			RATING PERIOD FROM TO
DEPARTMENT		LOCATION	

1 QUANTITY OF WORK Consider the quantity of work turned out and the promptness with which it is completed

Not applicable ☐

Below minimum standards. Does small amount of work. Slow worker	Generally meets minimum standards. Needs to be prodded occasionally	Produces satisfactory amount of work. Works steadily	Fast worker	Outstanding, exceptionally fast worker

2 QUALITY OF WORK Consider the neatness, accuracy, ability to organize and general efficiency of work

Not applicable ☐

Makes frequent errors. Excessive checking or correction required	Does work somewhat carelessly. Sometimes loses sight of priorities	Quality of work satisfies job requirements	Quality high. Work very well thought through and executed	Outstanding, extraordinary thoroughness

3 JOB KNOWLEDGE Consider the possession of knowledge required to perform on the present job

Not applicable ☐

Seems to have insufficient knowledge to perform the work properly	Demonstrates limited knowledge of job. Needs better understanding of job duties	Demonstrates adequate knowledge to perform work satisfactorily	Shows good understanding of own and related jobs. Questions are infrequent and pertinent	Superior understanding of own and related jobs

4 APTITUDE/ABILITY TO LEARN - Consider quickness with which new work is learned

Not applicable ☐

Very slow in learning, even with repeated instructions	Seems to learn slowly. Demonstrates poor retention	Normal instruction is sufficient to obtain satisfactory performance	Learns rapidly. Good memory	Learns very rapidly. Superior comprehension and memory

5 INITIATIVE Consider willingness to self-start, to take independent action, resourcefulness.

Not applicable ☐

Performs only when specifically advised to do so	Occasionally suggests need for action	Can be relied upon to suggest need for action	Acts independently when situation requires it	Regularly initiates independent action and follows through

6 COOPERATION - Consider willingness to work with and help others

Not applicable ☐

Causes friction. Inclined to be quarrelsome	Somewhat reluctant to cooperate with others. Tends to be too individualistic.	Cooperates in an agreeable manner. Tactful and obliging	Always congenial and helpful. Other employees like to work with this individual	A strong positive influence on group morale

7 DEPENDABILITY Consider dependability with respect to attendance, punctuality and performance

Not applicable ☐

Needs excessive supervision. Punctuality poor. Cannot be relied upon	Requires close supervision. Punctuality and attendance fair	Requires average amount of supervision. Generally prompt and dependable	Very little supervision required. Excellent record of attendance and punctuality.	Exceptionally conscientious and dependable

8 JUDGMENT Consider effectiveness in arriving at sound decisions.

Not applicable ☐

Poor sense of value. Likely to make poor decisions.	Judgment somewhat unreliable.	Exercises good common sense	Can be depended upon to make sound decisions	Demonstrates superior judgment. Decisions based on thorough analysis

9 PERSONAL CHARACTERISTICS – Consider the impression made on others. For example, consider appearance, attitude, enthusiasm, integrity, loyalty, poise, tactfulness.

Not applicable ☐

Negative. Lacking. Tends to arouse resentment.	Demonstrates poor interpersonal relationships.	Friendly. Accepted by co-workers	Very favorable impression. Well liked and respected	Exceptionally positive. Inspires confidence. Demonstrates leadership

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SELECTED PORTIONS OF:

Instructions For The Use Of

Pennsylvania State University Libraries

Clerical-Technical Service Evaluation Form

The performance of all clerical and technical service employees of the Pennsylvania State University Libraries is to be evaluated on a periodic basis at the time of scheduled individual salary increases.

Performance evaluation should provide an opportunity to develop effective communication between employee and supervisor. The use of a regular evaluation system also enables an employee to know how well he is doing and what he can do to improve his service. The information that he is doing outstanding work or that performance is unsatisfactory, plus suggestions for improvement, are often best presented through a regular evaluation process.

FORM

The Clerical-Technical Service Evaluation Form consists of the following sections:

I. Performance Evaluation: All clerical-technical service employees will be evaluated on the first seven criteria. Those who supervise as a regular part of their duties will be evaluated on the eighth criterion also. This section also includes a summary statement.

II. Comments on the Evaluation: An optional page provided for an employee who may wish to respond to the evaluation given by the supervisor.

III. Employee Activities: An optional page for an employee who may wish to have activities (as defined) included in their permanent record.

PROCEDURE

1. The Personnel Section will send the evaluation form to the supervisor at the appropriate time.

2. At least one working day in advance of a scheduled meeting to review the evaluation with the employee, the supervisor should notify the employee that there is to be an evaluation and give the employee Section III of the form. At this time the supervisor should show the employee a blank evaluation form so that the employee may review the criteria for evaluation.

3. The supervisor should complete the evaluation prior to the scheduled meeting.

4. At the scheduled meeting the supervisor should review and discuss the evaluation with the employee. If the employee does not wish to comment, both the supervisor and the employee should sign the evaluation.

5. If an employee wishes to comment on the evaluation, he need not sign the form at the scheduled meeting. The employee should be given Section II of the form. He may have an additional working day to consider the evaluation and his comments.

6. A subsequent meeting between supervisor and employee may be held to review the evaluation and allow the employee to write comments.

7. After the third meeting has been held and comments by the employee have been made, both the supervisor and the employee should sign the evaluation to indicate they have completed the evaluation process.

8. The forms should be returned to the Personnel Section by the date indicated on the form.

Pennsylvania State University Libraries
Clerical-Technical Service
Evaluation Form

Please return by:_____

_____ is eligible for a salary increase from _____ per month to _____ per month effective _____. This represents an increase of _____ per year, and places the employee at the _____ rate.

Do you approve the increase? _____Yes _____No

If the answer is no, please indicate the reasons in the summary statement of the evaluation form.

I. Performance Evaluation

1. Quality of work: Consider effective application of knowledge and skills in meeting established standards.

2. Quantity of work: Consider speed and volume of work.

3. Dependability: Consider punctuality, attendance, application to the job, reliability, good housekeeping, responsibility for care and use of equipment, materials and supplies.

4. Cooperation: Consider adaptability, stability, attitude toward work, and associates, and willingness to work with and for others (including patrons).

5. Responsibility: Consider acceptance and fulfillment of obligations of position and capacity for independent action.

6. Judgment: Consider ability to arrive at sound conclusions and make intelligent decisions.

7. Job Knowledge: Consider the knowledge of work gained through education, training, performance, ability to learn and versatility.

8. Supervisory Ability: Consider ability to stimulate subordinates to perform their jobs effectively.

Summary statement or suggestions for future improvements.

Would you recommend this employee (if now eligible) for promotion if an appropriate vacancy for which he was qualified occured?
Yes_____; No_____; Not at this time_____

Employee's signature indicates that the rating was reviewed with him (or her); it does not mean that he (or she) agrees with the rating.

_____
Employee (Date)

_____
Supervisor (Date)

II. Employee Comments (Optional)

_____
Employee (Date)

_____
Supervisor (Date)

EMPLOYEE ACTIVITIES

Date_____

Name_____ Position_____

Department_____ Supervisor_____

III. Employee Activities: This section is optional and an employee need not feel any obligation to complete it. Describe any activities outside your major responsibilities you have engaged in that are relevant to your service to the University Libraries. Such activities might be courses or workshops taken, degrees or certificates received, memberships in organizations, committee work, or special services performed for the University or University Libraries. Only activities that you wish to have included in your personnel file should be listed.

- SELECTED PORTIONS OF: -

UNION CONTRACT FOR NONPROFESSIONAL STAFF

- BROWN UNIVERSITY -

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appointed staff employees employed by the University at the Rockefeller Library, John Hay Library, Sciences Library, Pembroke Library, and who work at least 15 hours per week on a regular basis in the job classifications set forth in Section 14 of this Agreement, exclusive of all appointed staff employees at the University Libraries, the Administrative Secretary and Clerk III - Administration in the Library Administration Department, the Secretary to the Librarian of the John Hay Library, the Secretary to the Sciences Librarian and all other confidential employees; professional employees; student employees; supervisory, watchmen and campus police personnel; and all other employees of the University.

The University agrees that the Union may appoint three Stewards for the Rockefeller, Pembroke, John Hay and Sciences Libraries. One of these three stewards may be designated by the Union as Chief Steward. The University shall be notified in writing of these assignments and any changes therein. Subject to prior arrangements with the immediate supervisors of the steward and the employee involved, a steward may confer during working hours for a reasonable time with an employee covered by this Agreement in connection with the investigation and processing of grievances without loss of pay to either. Subject to prior arrangements with his or her supervisor, the Chief Steward shall be allowed, without loss of pay, up to a maximum of two hours of regular working time per month, to confer with Union members on Union business during working hours.

2. Employment Management. The parties agree that operation of the Library and the University, including supervision of the employees and of their work, is a right of the University. Accordingly, subject to the provisions of this Agreement, the making of reasonable rules to assure orderly and effective work; the determination of what duties shall be performed and of employee competency; the hiring, transfer, promotion, demotion, layoff and discharge or suspension of employees for just cause without regard to Union membership and without discrimination; and the right to discuss terms and conditions of employment directly with employees and to inform them directly concerning employment matters, are privileges of the University. None of these rights shall be exercised in an arbitrary manner.

The University at its discretion may employ its students without reference to this Agreement. The term "student" shall be defined as persons enrolled in a degree program at Brown and taking a course load or the equivalent equal to half or more of the normal academic program for such degree. The University will not lay off or dismiss a regular or regular part time employee for the purpose of hiring a student.

The University agrees that, subject to the right of suspension by the University, no employee covered by this Agreement will be finally discharged without being given a hearing, provided that a request for a hearing be presented within three business days after

notice of discharge. Any such request for hearing shall constitute a grievance and be handled as hereinafter provided. If it is ultimately decided in the hearing referred to above that such discharge was unjust, the employee shall be reinstated without loss of pay. The University also agrees that the interests and viewpoints of the employees will be considered and that the right of the Union to represent any of the unit employees for collective bargaining and in dealing with individual grievances shall be observed.

3. Seniority. A seniority listing will be maintained by the University listing all employees covered by this Agreement and upon request, but not more often than once a year, the Union may obtain a copy thereof. In the event that a layoff becomes necessary due to lack of work, regular employees shall be laid off in the order inverse to that in which they were hired, that is, employees last hired shall be first laid off. When rehiring takes place those regular employees laid off last shall be rehired first, provided that each such employee shall accept the rehiring within three days after notice and shall report for work within fourteen days after notice that he or she will be rehired, and no new employee shall be hired until the list of qualified former employees has been first exhausted. An employee who has been employed for three or more months shall not be laid off without one week's prior notice unless paid wages for one normal work week.

An employee's seniority rights under this Agreement will terminate (a) after being laid off for a period of six months; (b) upon being discharged for cause; or (c) upon voluntarily terminating employment.

In the event a regular employee resigns from a position covered by this Agreement and thereafter indicates, within thirty (30) days from leaving that position, a desire to return to that same position or any other position covered by this Agreement, the University may, at its discretion, reinstate that employee's seniority earned prior to resignation if it should decide to rehire that employee.

In the event an employee covered by this Agreement becomes a regular employee as defined in Section 4 below, the seniority of that employee for the purposes of this Agreement shall continue without interruption. In the event an employee transfers into a position covered by this Agreement from a position not covered by this Agreement, such employee's seniority for purposes of layoff and recall shall commence with the employee's first day of employment in the position covered by this Agreement.

4. For the purpose of this Agreement, "regular employees" means those employees who have satisfactorily completed three months of service in a position covered by this Agreement and who work at least twenty-five (25) hours a week; and "regular part-time employees" means those employees who have satisfactorily completed three months of service in a position covered by this Agreement and who work at least fifteen (15) hours a week, but less than twenty-five

(25) hours a week. The three month probationary period shall apply to all employees covered by this Agreement.

Prior to the completion of such three months employment, any employee may be terminated by the University at any time without reference to the seniority provisions or grievance procedures set forth in this Agreement. Except for termination, probationary employees will have the same rights to use the grievance procedure as regular employees. Upon the satisfactory completion of three months service, the employee will be advised as to his or her job classification and rate of pay under this Agreement and his or her seniority under this Agreement shall date from that employee's first day of work. Thereafter, the employee's performance shall be reviewed on an annual basis by the employee's supervisor who shall discuss the review with the employee and show the employee his or her performance review sheet. The employee shall be given a copy of the review.

5. Union Membership. All present employees covered by this Agreement who are members of the Union in good standing on the date of execution of this Agreement and all other employees covered by this Agreement who during the term of this Agreement become members of the Union in good standing shall, as a condition of continued employment, retain their membership in the Union in good standing during the term of this Agreement. The obligation to maintain good standing in the Union is defined as the duty to tender the periodic dues and the initiation fees uniformly required as a condition of acquiring or retaining

membership in the Union.

All present employees covered by this Agreement who are not members of the Union and who have been employed by the University since May 10, 1973, and all new employees covered by this Agreement and hired after the date of execution of this Agreement shall as a condition of continued employment become members of the Union in good standing on or after the 30th day following the beginning of such employment or on or after the 30th day following the execution of this Agreement, whichever is later, and shall thereafter maintain their membership in the Union in good standing during the term of this Agreement. The obligation to become a member of the Union in good standing and to maintain good standing in the Union is defined as the duty to tender the periodic dues and the initiation fees uniformly required as a condition of acquiring or retaining membership in the Union.

The Union will accept as members all present and future employees who are covered by this Agreement on the same terms and conditions generally applicable to other members. Whenever the Union shall charge that any employee covered by this Agreement who has become a member of the Union in good standing has failed to remain a member of the Union in good standing during the term of this Agreement as required by Paragraph 1 of this Section 5 or that any employee covered by this Agreement has failed to become and remain a member of the Union in good standing during the term of this Agreement as

required by Paragraph 2 of this Section 5 and shall request the discharge of such employee, the University and the employee shall be so notified by the Union in writing and the University shall have thirty (30) calendar days following receipt of such notice within which to discharge such employee. If during such 30 day period the employee shall pay or tender his or her initiation fees and/or delinquent dues as the case may be, the University shall not be required to discharge such employee.

The Union shall indemnify and save the University harmless against any and all claims, demands and other forms of liability that may arise out of any action taken by the University in fulfilling the terms of this Section 5.

Upon receipt of a valid assignment in writing, in a form approved by the University, executed by an employee assigning a portion of his or her wages to the Union for payment of dues, the University shall cooperate with the Union in the collection of its dues by recognizing such assignment and by deducting the amount assigned from the wages paid each employee, who makes such assignment, on that employee's regular payday in each calendar month. Said deductions shall begin on the first such regular payday in each calendar month which starts one or more days after receipt by the University of said assignment and shall continue thereafter so long as specified in the assignment or until receipt of instructions from the assignor to the contrary. All sums so assigned shall be paid by the University to the Union

during the month in which deducted. The Financial Secretary of the Union shall certify to the University on an annual basis, or whenever there is a change in Union dues, the current Union dues.

In the event an employee is on vacation at a time when said employee's dues are to be deducted and thereafter paid to the Union under an assignment as aforesaid, the University will advance said dues and pay them to the Union, such advance to be repaid to the University by the employee promptly following said vacation. The University agrees to carry out this arrangement in good faith but the University shall not be responsible to the employee or to the Union for unintentional error. In the event the employee does not repay the University for the dues advanced within one month following the end of employee's vacation, the Union agrees to repay the University upon notice.

6. Grievance Procedure. This Agreement sets forth the basic terms and conditions of employment, and is intended to continue the present and good relations between the University, its employees, and their Union. In the event of any grievance between the employees and the University, the representatives of both agree to make prompt and earnest efforts to settle such matter. Except as provided hereafter all grievances shall be handled as follows:

Step 1: The Union Steward and employee shall take up the matter with the immediate supervisor of the employee involved, within ten (10) working days after the occurrence first giving rise to the

grievance. If the matter is not settled as a result of their discussion, the steward will submit the grievance to the immediate supervisor in writing, explaining as specifically as possible the nature of the complaint and the contract provision affected. The immediate supervisor shall give a written answer to the written grievance within two (2) working days after receiving the written grievance.

Step 2: If the grievance is not adjusted within three (3) working days, the grievance shall be taken up at a meeting between a representative of the Union and the department head concerned, or his or her designated representative. The meeting will be held within five (5) working days after having been requested. If the department head is the same person as the immediate supervisor, Step 2 shall be omitted.

Step 3. If the matter is not settled within three (3) working days after the second step meeting, it shall be taken up by the University Librarian and the Union, or their designated representatives. Every effort shall be made to arrange the meeting within five (5) working days, but in any event the University's decision shall be given within thirty (30) calendar days after the third step meeting has been requested.

Step 4: If settlement is not reached in Step 3, and if the matter in dispute involves the interpretation or application of this Agreement, then either party may by written notice to the

other, demand that the grievance be submitted to arbitration provided that such notice is given within thirty (30) calendar days after the University has given its decision in Step 3. The parties shall attempt to agree upon an arbitrator, but if agreement is not reached within five (5) working days, the matter shall be submitted to an arbitrator appointed under the rules of the American Arbitration Association. The decision of the arbitrator shall be final and binding, except that the arbitrator shall have no authority to add to, subtract from, change or disregard any of the terms or provisions of the Agreement. The fees and other charges of the arbitrator shall be equally divided between the parties.

Special procedure in discharge cases: The procedure set forth above will be modified in discharge cases as follows:

(a) Step 1 will be omitted and the grievance will be referred directly to Step 2 in writing, within ten (10) working days after the discharge.

(b) The Step 2 meeting will be held within three (3) working days after having been requested.

(c) The University's answer in Step 2 will be given within three (3) working days after the Step 2 meeting.

(d) The Step 3 meeting will be held within five (5) working days after having been requested.

(e) The University's answer in Step 3 will be given within ten (10) working days after the Step 3 meeting.

(f) Otherwise the procedure will be as above.

Warnings shall be considered current and in effect from the time of their issuance according to the following schedule: three

(3) months for oral notices; one (1) year for written notices.

Employee's right to present individual grievance: The Union and the University jointly acknowledge the right of any of the employees involved to present individual grievance directly to the representatives of the University and to work out the settlement of such individual grievance. This right shall not be interpreted to include decisions on wages, hours, and working conditions which affect the Union group as a whole, or any department as a whole, or which are contrary to the provisions of this Agreement.

The grievance procedure and arbitration provided herein shall constitute the sole and exclusive method of determination, decision, adjustment or settlement between the parties of any and all grievances and the grievance and arbitration procedure provided herein shall constitute the sole and exclusive remedy to be utilized.

The Library system is obligated to function during its scheduled hours regardless of shortages in staff due to unforeseeable conditions such as illness or weather emergencies, etc. and is subject to seasonal and unpredictable fluctuations in use. At any one time it may be faced with temporary increases in work and may thus request employees covered by this Agreement to cope with such increases in work. An employee who feels aggrieved by an order to perform such work shall not refuse to perform the task; but shall perform the same and then submit any complaint as a grievance. Otherwise a refusal shall be grounds for discharge and shall be subject to the grievance or

arbitration procedure.

The University shall have the right to initiate Steps 2 and 3 of the grievance procedure with respect to any grievance, dispute or difference. Such initiation shall be by letter from the [illegible] to the Business Agent of the Union with a copy of same to the Chief Steward in the library.

The time limits specified in this Section shall be deemed to be substantive provisions and failure to observe each and every such time limitation shall be a complete bar to any further action by reason of such grievance, unless extended by written consent signed by the University and the Union, which consent shall not be unreasonably withheld by either party. The terms "working day" and "working days" wherever used in this Section shall mean and include any calendar day other than a Saturday, Sunday or holiday.

7. Strikes-Lockouts. During the consideration of a grievance no one concerned therewith, whether directly or indirectly, shall utilize any coercive or retaliatory measures to attempt to influence any party involved. It is also agreed between the parties that during the term of this Agreement or any renewal, or extension thereof, whether or not there shall be a grievance dispute pending, there shall be no strike, lockout, stoppage of work, sit-in, demonstrations, displays, banners, picketing or advertisement concerning any matter in dispute arising out of this Agreement. This paragraph shall not apply where the University or the Union refuses to follow the griev-

ance procedure or refuses to arbitrate or comply with a valid arbitration award.

8. Negotiations. In case of any failure of the University and a negotiating committee of the Union to agree upon matters of concern to the general membership of the Union, the proposals and counter-proposals under discussion may be submitted in writing by either the University or the Union to all employees covered by this Agreement.

9. Working Conditions. The University agrees to maintain the following provisions relating to working conditions insofar as circumstances permit. If circumstances develop which, in the judgment of either the University or the Union, warrant changes in these provisions, re-adjustments shall be worked out through the process of collective bargaining. Since changes may be warranted by circumstances beyond the control of either the University or the Union, either is entitled to request consideration of proposals to revise these provisions at any time. Such requests are to be made in writing, and agreed changes may be made without the necessity of otherwise revising this basic Agreement.

(a) Equal Employment Opportunity. The University and the Union agree there will be no discrimination against any employee or applicant for employment because of race, religion, color, national origin, age, marital status, sex, political affiliation or sexual preference. The aforesaid provision shall include, but not be limited to, the following: employment, upgrading, demotion, or transfer;

recruitment or recruitment advertising; layoff or termination; rates of pay, and other forms of compensation; and selection for training.

(b) Employment, Transfer, Promotions. Qualified present employees shall be given preference over applicants for work when jobs are available and particularly for jobs offering advancement. Whenever it is necessary for the University temporarily to transfer an employee to another job in the Library System the employee shall receive his or her regular rate of pay or the rate of pay for the job, whichever is higher. Employees permanently transferred shall be entitled only to the rate of pay for the jobs to which they are transferred.

For the purposes of this Agreement, a "promotion" shall be defined as the advancement by an employee within the bargaining unit to a higher-paying job classification covered by this Agreement, and a "transfer" shall be defined as the move by an employee within the bargaining unit to a job classification covered by this Agreement which is in the same or lower pay scale as the employee's present position.

All bargaining unit job vacancies which result from new construction, termination, retirement or death will be posted on the employee bulletin boards throughout the University for a period of five (5) working days. The postings will list position, salary, hours, and job requirements.

Employees shall be given a choice of vacation on the basis of seniority standing within the working unit and on the basis of maximum flexibility, provided such choices shall be indicated not later than ten days after notice in each year, and shall be consistent with work requirements. All employees shall have appropriate advance notice of when their vacations may be taken. Employees may take vacations for periods of less than five (5) days provided appropriate advance notice has been given and the vacation is consistent with work requirements. All vacations shall be scheduled by the employee's immediate supervisor.

The length of the vacations of said regular employees shall depend on the length of continuous service with the University retroactive to date of hire on June 30 in each year as shown on the following table:

Length of Service	Vacation Allowed
Under one year	One day for each month of service as of June 30. Maximum of ten working days.
One Year but less than two years	One additional day for each month of service as of June 30. Maximum of 20 working days.
Two years to five years	20 working days
Six years	21 working days
Seven years or more	22 working days

Any regular employee leaving the employment of the University shall receive at the time of such leaving, in addition to all other

sums due him or her, a payment at his or her regular rate with respect to each day of accumulated vacation rights determined as aforesaid, except if such employee is discharged for misconduct or other violations of University regulations.

In the event any of the holidays listed in sub-paragraph (g) below occurs on a day during the vacation of any employee, which, would, except for said vacation, be a regularly scheduled work day for said employee, such employee shall be entitled to one additional day's vacation with pay for each such holiday occurring during his or her vacation.

In the event that an employee becomes seriously ill during vacation, such employee will be entitled to take sick leave in lieu of vacation for each day of such serious illness, subject to the limitations and requirements of Article 9(d) hereof. For purposes of this paragraph, "serious illness" means an illness requiring doctor's care and confinement to bed.

In the case of any employee whose period of employment by the University was interrupted by service with the Armed Forces of the United States, the period of such employee's service with the Armed Forces of the United States shall be deemed to be employment by the University for the purpose of determining vacation benefits, subject to the provisions of sub-paragraph (m) herein.

position of comparable or similar skills be made available to the employee either upon the employee's return from unpaid leave or subsequently, and should the employee refuse to accept such position, the University's responsibilities to the employee shall cease.

13. Tuition Remission. If a bargaining unit employee's son or daughter is accepted for admission into Brown University as an undergraduate, full tuition costs are covered by the University provided the employee is a regular employee with five (5) years service.

(a) Tuition Reimbursement. A regular employee covered by the Agreement may be reimbursed for courses taken at Brown or at an accredited institution, within reasonable commuting distance from the University, on the following basis:

(1) Employee may take one course per semester.

(2) Unless the course is taken at Brown, it must be library career orientated and cover subject matter deemed by the University Librarian or his/her designee to be related to the employee's work.

(3) Employee must make arrangements with his/her department head to make up time absent from work if the course is taken during working hours.

(4) Employee must show evidence of satisfactory completion of the course.

Regular employees presently enrolled in courses at Brown may continue in such courses, subject to the provisions of (1), (3), and (4) above.

14. Classifications and Wage Rates. The classifications covered by this Agreement and the wage rates for such classifications, effective

as of August 15, 1975 shall be as follows:

	STEPS					
	2	3	4	5	6	7
Clerk I	5522	5798	6088	6393	6713	7049
Clerk II	5799	6089	6394	6714	7050	7402
Clerk III	6089	6394	6714	7050	7402	7772
Library Technical Assistant I	6393	6713	7049	7401	7771	8160
Library Technical Assistant II	7049	7401	7771	8160	8567	8995
Library Associate Specialist	7401	7771	8160	8567	8995	9445

New employees will be hired at either Step 2 or Step 3 depending upon their qualifications. Employees who are hired at Step 2 shall be advanced to Step 3 upon the successful completion of their three months probationary period. At the completion of two (2) years continuous employment in a position covered by this Agreement, an employee will be granted an automatic increase to the next step in his or her job classification provided the employee has not received a negative merit review, as reviewed by the University's Office of Wage and Salary Administration. Additional automatic step increases will be granted an employee at the completion of five (5) years and ten (10) years continuous employment in a position covered by this Agreement provided the employee has not received a negative merit review, as reviewed by the University's Office of Wage and Salary Administration.

An employee who receives a superior annual performance review from his or her supervisor, as provided in Section 4 of this Agreement,

SAMPLE STUDENT ASSISTANT RESPONSIBILITIES — HARVARD UNIVERSITY

Doc. B

SELECTED PORTIONS OF:

GRADE	LOCATION	JOB DESCRIPTION
1-	Hilles	SHELVER - Place books on shelves by classification number or alphabetically by author. Books already sorted and in right floor section. May do odd jobs under close supervision.
1+	Hilles	BOOK PREPARATION - Pastes plates and pockets in books under direct supervision. Delivers pre-sorted mail. Outside errands occasionally.
2-	Hilles	RESERVE DESK ATTENDANT - services reserve desk during lunch hour period, charging and discharging books. Can study.
2+	Hilles	ASSISTANT TO LIBRARY ASSISTANT IN CHARGE OF FINES - Pulls cards for overdue books, searches stacks for them.
3-	Catalogue Dept.	END PROCESSING - plating, embossing, errands
-	Photo Lab	Films, cards, cuts prints.

ADE	LOCATION	JOB DESCRIPTION
2		
1	Hilles	NIGHT DESK ATTENDANT, reserve and circulation desks; charges and discharges books; counts day's circulation.
1	Hilles	MUSIC LIBRARY NIGHT ATTENDANT, charges and discharges scores, records and reserve books; shelves books, assists students.
1	Periodical Room	PUBLIC SERVICE, check files for answers to reference questions; straighten shelves; label folders; charge out reserve books; cut pages. (Night).
1	Map Room	FILE maps and cards, some public service work, answer questions, retrieve maps, run errands, keep records.
1	Fine Arts	TYPE information from shelf list cards onto photo labels and charge cards; type added entries onto xeroxed cards; proofreads own copy.
1	Catalogue Dept.	END PROCESSING, plating, embossing, lettering, tagging, checking schedules for books and serials in and out of bindery.
1	Catalogue Dept.	SHELFLIST, enterer
1	Catalogue Dept.	FILER, Searching and Filing, "add-to cards", record changing
1	Lamont	SHELFREADERS, check shelf for accuracy of book placement, for cataloguing errors, for erroneous labelling; keep shelves tidy; related record changes occasionally.
1	Lamont	SHELVERS, prepare 2 week books for shelving and shelve
1	Resources & Acquisitions	BOOK SELECTION, alphabetize, match and pull order records.
1	Resources & Acquisitions	SERIALS, sort and distribute material, retrieve items from stacks.
1	Resources & Acquisitions	GIFTS AND EXCHANGE, TYPE reject letters, pack USBE materials.
1	Resources & Acquisitions	GIFTS & EXCHANGE, arrange HUP books, pack Educ material for CRL.
1	Photo Ref.	Types letters and envelopes, duplicates orders and other materials, writers up call slips, files
1	Catalog Dept.	D-North Shelver, some end processing work

ADE	LOCATION	JOB DESCRIPTION
3		
1/2	Hilles	TYPE book orders (list form); related clerical duties as required.
1/2	Public Services (Circ.Desk)	CHASE, cancel, night desk, public relations.
1/2	Public Services (Circ. Desk)	TYPIST, letters, memos, officer overdue notices; edits.
1/2	Stack Division	Assemble book trucks or books on shelves in class number order, sort books by floors, shelve in the stacks.
1/2	Fine Arts	Under supervision - interfile cards into public catalogue and shelflist cards into that catalogue; check entries on card sets and give typing instructions; correct tracings as instructed; some search - and - retrieve duties.
	e Arts	Under supervision - type original catalogue cards; match card and copies and slips; type secondary headings; process complex number changes sets; keep records of number changes processed; search and retrieve.
1/2	Fine Arts	TYPE secondary and added entries on secondary cards, simple shelflist cards; add appropriate stamps to cards; process card sets for Widener books and simple number changes sets.
1/2	Fine Arts	TYPE & FILE, place orders with Audio - Visual Department, repair slides.
1/2	Fine Arts	FILE, some typing, repair slides, bind slides, cut and paste for back-up cards, pull cards and slides to be corrected.
1/2	Fine Arts	BIND SLIDES, file, revise files.
1/2	Fine Arts	Return used photos to cabinets, file (according to complex system); match charge cards to photos, file cards; other simple clerical duties.
1/2	Fine Arts	Counts charge cards, organizes for filers; checks cards against cabinets for cards dated previous to current year; sends out overdue notices; sometimes files photos in cabinets.
1/2	Fine Arts	Assists in end-processing and does some filing into public card catalogue.
1/2	Lamont	DESK ATTENDANTS - nights and weekends, charges out reserve and 2 week books, shelves books, files and cancels cards, assist at guard station.
1/2	ILL	Opens packages, cancels records, files cancels

ADE	LOCATION	JOB DESCRIPTION
1		
	Public Services	Recalls assistant, special chasing, shelflisting, billing records, chasing, shelflist, desk work.
	Public Services	Billing Assistant
	Public Services	Cancel problems, desk work, day
	"	Study Project and CBL
	"	Numbers Problems and CBL
	Periodical Room	Counting, shelving journals; prepare for binding; prepare papers for shipping; check VR and stacks for missing issues; get reserve books from stacks; type and file cards; trace books; deal with public, contact Serials Division or files for answers - Day.
	Stack Division	STUDY ATTENDANT; - sort and shelve. public relations with faculty; operates without supervision
	Documents & Microtext	Assist patrons with microfilms and microprint readers; make print outs; refile film; clean machines; provide change; some shelving. Also - card filing, or filing of mimeo U.N. materials and/or answering reference questions at the desk.
2	Documents & Microtext	Binding - shelve books, prepare books for binding, label, shift large areas of books, claim missing issues, transfer books between libraries, search missing books.
2	Fine Arts	CIRCULATION DESK & CLOSED RESERVE, charge, cancel; file cards; address overdue notices; shelve; alphabetize catalogue cards, pull cards from Public Catalogue, erase old call numbers and type new ones.
2	Fine Arts	Charge books to graduate students' carrels; inspect carrels, examine books and return overdue ones; trace missing books.
2	Fine Arts Catalogue Dept.	Put catalog cards in order for filer.. see 1 1/2) Middle East Division - filing cards, etc.
2	"	Collection Maintenance assistant
2	"	Shelve serials in stacks, Room 89.
2	"	Hebrew Division, file, etc.
2	"	Shelflisting, dotting in.
2	ILL	Chases books in stacks, checks printout, check titles in OC

...BER	LOCATION	JOB DESCRIPTION
4	Lamont	DAY DESK ATTENDANTS charge out reserve and 2 week books; shelve books; file and cancel cards; assist at guard station; write overdue notices; assist with reserve book preparation; special projects.
2	Lamont	POETRY ROOM ATTENDANT, file, pull cards and get books and records for students; catalogue and revise books and records; note reviews of poetry in magazines; attend Poetry Room in absence of curator; perform tasks left by curator.
2	Archives	Special project involving work with biographical data on Harvard graduates, putting in new folders, labelling, checking for duplication, arranging in order.
2	Acquisitions	Open packages, match receipts to invoices, mark receipt, fund invoices; identify problems.
2	Resources & Acquisitions	Slavic - filing in OC, PC or order tub.
2	Fine Arts	Put catalogue cards in order for filer-using very complex system; pull sets of cards and change numbers for recataloguing; file uncatalogued photos behind subject guide cards; type duplicate charge cards; special projects often involving knowledge of library procedures.

— POLICIES PERTAINING TO STUDENT ASSISTANTS — UNIVERSITY OF WISCONSIN

Doc. 15

MEMORIAL LIBRARY POLICIES ON
THE EMPLOYMENT OF STUDENTS

1. The Memorial Library is an equal opportunity employer, meaning that in the employment of students, it will not discriminate on the basis of race, creed, color, national origin, sex, or political beliefs.

2. The Memorial Library will use the "Student Wage Plan" which is effective August 27, 1972, together with such later revisions as may be made.

3. The Memorial Library will raise each student employe 5¢ for each two hundred hours worked, including summer hours, the raise to be effective for the pay period following the completion of the requisite hours. Occasionally, upon recommendation of the department head, additional raises may be given for unusual merit. In accordance with the "Student Wage Plan", wage increases cannot exceed the maximum provided for a given level.

4. The Memorial Library will use the "Student Employe Grievance Procedure", as prepared by the University of Wisconsin-Madison Office of Non-Academic Personnel, except that when the immediate supervisor is the department head, the first level of review may be omitted.

5. The staff of the Memorial Library will make every reasonable effort to give equal consideration to all applicants for student jobs. The following procedures will be followed:

a. The Library Office will accept application cards from all interested eligible students. Applicants will be urged to report to the Library Office, when they have accepted jobs outside of the Library and no longer wish to be considered for employment, so that their application cards may be discarded. The Library Office will retain application cards in the active file. New application cards will be required for each semester and summer session. The applicant is responsible for providing changes in such basic information as address and telephone number.

b. Whenever a vacancy occurs, the hiring department will send to the Library Office a brief description of the vacancy, with emphasis upon the qualifications needed, such as schedule, foreign language training, and typing.

c. Upon receipt of such a description, the Library Office will provide three names of candidates chosen at random, keeping in mind the qualifications needed for the job open. The hiring department will interview these candidates and select one of them. In the event that one or more of the candidates are not interested in the job, more names may be provided by the Library Office.

6. The Library Office will maintain a file of student employees on the Library staff who desire promotions to the intermediate and advanced levels. This file will be considered in the filling of all advanced positions, along with other applicants.

7. The Library Office will maintain a file of student employees who wish to transfer at their current level, and of former employees who wish reinstatement.

8. Student employees continue on the library staff until they resign, leave school, or are informed in writing fourteen calendar days in advance that their services are no longer needed. It is not sufficient notice simply to fail to renew an appointment for a subsequent semester. In the event that a student must be fired for cause, the Associate Director will write the dismissal letter. It is understood that resigning students are to give two weeks' notice; without such notice, reinstatement eligibility is forfeited. Inability to resolve a schedule conflict because of classes may result in being dropped from the staff; employees thus dropped are eligible for reinstatement in their department when a position with a suitable schedule comes open.

9. The first one hundred hours for Basic Level appointments, the first one hundred and fifty hours for Intermediate Level appointments, and two hundred hours for Advanced Level appointments are considered to be a probationary period, during which the supervisor may observe the work of the new employe and determine whether or not the student will be able to carry out the duties and responsibilities of the position. Employees will be informed when they are hired concerning the length of the probationary period. A hiring unit may dismiss an employe at any time during the probationary period that the employe's performance or conduct indicate that such action would be in the best interests of the service. The employe must be notified of such a dismissal in writing. There is no appeal from such a decision.

10. The Library will maintain a student employe evaluation system.

11. Students desiring to work in a subsequent semester or summer session must notify their department head of this fact at least four weeks before the end of the previous semester or summer session. Notice of this deadline will be posted by each department at least two weeks earlier.

12. A student who drops out of school is automatically incligible for student employment, and therefore will be dropped immediately from the student payroll.

13. When a student employe is hired for a semester, it is understood that the employe will work during final examination periods, unless permission is granted to the contrary. Such permission will be granted when there is a conflicting examination or a supportable illness.

SP

14. A student employe who is unable to meet the schedule for unavoidable reasons, such as illness, is expected to inform the supervisor as soon as possible, before the employe is scheduled to work. In public service areas, students may substitute for one another in their trained area. Special substitution cards and/or bulletin board space will be provided for this purpose. Slips requesting substitutes must be checked to make sure that the scheduled time will be covered. If the slips are unsigned, the employe must see the supervisor. (Simply putting up a substitution request slip is not an excused absence) Two unexcused absences or an excessive number of absences will be grounds for dismissal.

15. Student employees who are affected by involuntary layoff within the library staff shall have priority for consideration in filling existing vacancies, assuming appropriate training and experience.

16. Work schedules will be planned as fairly as possible, giving due consideration to class schedules, merit and experience, and when other things are equal, to unit seniority.

17. Students normally will not be required to work during the following regularly scheduled University vacation periods: Thanksgiving recess, winter recess, spring recess, the period between the last day of the final examination period and the first day of registration for the next semester or summer session.

18. All student employees whose schedule requires them to work a continuous period of four hours or more will normally be given an opportunity for a paid rest period of fifteen minutes for each four hours worked. Rest periods are to be scheduled as near to the middle of the shift as possible, at the discretion of the supervisor. A student working a normal eight-hour day will be given an unpaid half-hour lunch period.

19. These policies, together with the "Student Wage Plan" and the "Student Employee Grievance Procedure", will be posted in the first floor corridor and in the staff room. In addition, all student employees will be given a copy of these policies.

12/4/72

THE UNIVERSITY OF WISCONSIN - MADISON

STUDENT WAGE PLAN

August 10, ~~1975~~ 1976

JOB CLASSIFICATION DESCRIPTIONS

The wage plan which follows establishes three levels of job classifications for student employe jobs: Basic, Intermediate and Advanced. All student employe jobs should be placed in these categories. Questions concerning the appropriate level for a given job should be directed to the Madison Campus Office of Non-Academic Personnel.

What follows are descriptions of the general types of work to be included in each classification. The descriptions and examples are not all-inclusive but rather are general descriptions of the types of jobs included in the classifications. These general descriptions provide a framework for classifying additional jobs not enumerated below.

Basic Level: ~~2.20~~ 2.30 minimum hourly starting rate with eligibility for periodic increases not exceeding a total of $.25 per hour.

Work is done under close supervision; procedures are well established; employes are not usually required to make decisions which are not enumerated in well defined policies and/or procedures.

Examples of this type of work:

Routine food service work including grill cooking.
Routine laboratory work such as dishwashing, preparation of solutions and media.
General labor and custodial work.
Routine clerical work such as Library Page, simple filing, incidental typing, messenger work, duplicating machine operation, reading room attendant, desk clerk.

Intermediate Level: ~~2.40~~ 2.50 minimum hourly starting rate with eligibility for periodic increases not exceeding a total of $.40 per hour.

Work that requires, for a major portion of the time, some independent judgment or initiative; and/or requires special knowledge, skills or abilities; and/or requires a major amount of heavy physical exertion; and/or involves adverse hours or working conditions; and/or involves supervisory responsibilities for an activity of limited size.

Examples of this type of work:

Typing that requires some decision making beyond basic grammar and format; may include some editing.
Clerical work such as Hospital Admissions Clerk, Hospital Message Center Clerk, Library General Bibliography Searcher, schedulers for human research projects.

Stenographic work involving taking and transcribing dictation.
Laboratory work involving simple interpretation of tests or involving complex procedures.
Supervision of recreational activities.
Drafting work.
Truck driving.
Night Building Attendant.
Farm labor, including equipment operation.
Laboratory animal caretaker.
Heavy labor and custodial work.
Non-professional care in the Hospital.
Party Attendant.
Production Cook's helper.
Set-up crew work.
Language Laboratory attendant.
Supervisors of activities of a limited size or scope.

Advanced Level: ~~2.65~~ 2.75 minimum starting rate with no specified increase limit.

Work that requires, for a major portion of the time, advanced specialized knowledge, skills or abilities; or involves supervisory responsibilities for large or complex activities, usually involving a number of concurrent activities.

Examples of this kind of work:

Technical typing and foreign language typing.
Library special bibliography searcher.
Library public catalog information assistant.
Editorial work.
Class reader and grader.
Artist or musician.
Computer programmer.
Language translator.
Specialized laboratory work such as advanced interpretation of test results; operation of electron microscope.
Supervision of a large or complex activity.
Residence Halls night repairman.
Residence Halls door attendant.
Maintenance of financial records requiring advanced accounting knowledge.
Advanced supervision of recreational activities requiring special qualifications

+++

Within each level two additional starting rates of $.05 each, above the minimum starting rate, to compensate for unusual responsibilities and/or undesirable features of specific jobs may be used. In such cases, the maximum rates for the jobs are also raised by an equal amount.

+++

Training Level: A training program may be established for positions in the Intermediate and Advanced levels on an individual basis. Employes in such programs will be employed at a beginning rate lower than the minimum rate specified for the position and progress through a series of salary increases up to the minimum rate, concurrent with progress through and completion of the course of training. Normally, training programs should be at least 150 hours in duration. Allowance may be made for previously acquired applicable training and experience. All training rates and programs should have approval of the Madison Campus Office of Non-Academic Personnel.

+++

There will be an annual review of minimum starting rates and any resultant changes will become effective the first day of fall registration.

+++

The number and frequency of periodic increases will be limited by the maximum rate for each level. Specific increase plans within such limits may be designed to meet the needs of individual employing units.

+++

In adjusting to the wage plan, the student employe whose present wage is above the maximum for the level in which the job falls, will continue to receive the present salary rate, but may not receive further periodic increases while on the particular job.

+++

All salary rates above $3.50 per hour must have prior approval of the Madison Campus Office of Non-Academic Personnel

+++

Hourly Student Employes may not earn more than $550 per month during the academic year and $825 per month during the summer months.

- SELECTED PORTIONS OF: -

EMPLOYING CORNELL STUDENTS:

A MANUAL FOR SUPERVISORS

Cornell University Libraries
Ithaca, New York 14853

February 1975

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I. BASIC POLICIES

A. Definition of Cornell Student Employees

A Cornell student is a student who is registered as a candidate for a degree at Cornell University and who meets the minimum academic requirements of his college for full-time status. "Employees who are registered in the extramural education program, the advanced degree program, and similar part-time education programs are not determined to be qualified for the special considerations granted to students under various legislative acts, governmental regulations, or other special University programs. Students are not eligible for University fringe benefit programs."[1] Graduate students who are working on a thesis but who are not registered are not elibigle for employment as students.

B. Payroll Deductions for Student Employees

Students do not have payroll deductions for F. I. C. A. (Social Security) nor are they included in the University's unemployment calculations. Non-students, since they are not attending classes on a full-time basis, would have to be covered by F. I. C. A. and unemployment insurance. Appropriate deductions must be made from their pay checks. In the case of F. I. C. A., matching contributions are made by the University. Therefore, non-students cannot be employed to fill student positions.

C. Changes in Student Status

It is a stated University policy that Cornell students are to be hired to fill as many part-time positions as possible. When students graduate, are placed on a leave of absence from their colleges, or for some other reason do not satisfy the academic requirements for full-time student status, they must be terminated from the student payroll. Students are under a positive obligation to notify their supervisors of any change in their student status. Regular employees who become students may have to be changed to student status except in the case of extramural students. Consult the Cornell University Libraries Personnel Officer in such cases.

II. HIRING PROCEDURES

A. Requests for Student Help

All student jobs must be listed in the Personnel Officer's office prior to filling the positions. The Cornell University library system is an equal

[1] Supervisors' Personnel Manual, subject #115.

opportunity and affirmative action employer (male/female, handicapped). Requests for student help for the fall term should be listed in the Personnel Officer's office by June first and for the spring term by December first. (See also page 5, section H., "Summer Employment of Students.")

B. Schedules for Student Employees

Normally student work schedules do not include vacation or intersession periods. Special schedules must be made for these times. If the department head or librarian has difficulty in finding students to work during vacation and intersession periods, the Personnel Officer should be consulted.

No student appointment may be for a longer period than one academic year. The department head or librarian must annually renew the appointment by notifying the Personnel Officer in writing. There is no obligation to reappoint.

C. Advertising of Student Positions

The Personnel Officer advertises the jobs through the Student Employment Office[2] which refers the students to him. Students bring referral slips from the Student Employment Office to the Personnel Officer. They fill out a library application form, and if job qualifications are met they are sent to a department or library for an interview.

D. Completion of Hiring Information

After the interview, the department head or librarian notifies the Personnel Officer whether the applicant has been accepted. If the applicant is accepted, the department head or librarian fills in all the boxes provided for this purpose in the upper right hand corner of the application form and fills in the information requested on the reverse side of the form. The application form should be returned to the Personnel Officer as soon as possible. If the applicant is not accepted, his application should be returned promptly to the Personrel Officer so the student may be considered for another position. In this event, it is not necessary for the department head or librarian to supply the information requested in the boxes on the application form. The following is an explanation of information required in the boxes on the application form for accepted applicants.

1. Date Employed

"Date employed" refers to the first day actually worked. This includes training time.

[2]Located within the Office of Scholarships and Financial Aid.

2. Classification

"Classification" refers to the grade; i. e., S-1, S-2, or S-3.

3. Rate

"Rate" refers to the hourly rate of pay. This should be the minimum for the grade. Rate of pay is essential for use in checking bills for "SEMP" student hours, and for placing the "regular" student on the library payroll. Special cases should be referred to the Personnel Officer before a firm commitment is made.

4. SEMP Students (Student Employment Matching Program)

"SEMP" students are those who qualify for financial aid. They are presently paid 50% from library funds and 50% from federal funds. SEMP was created to enable needy students to earn money necessary for their Cornell education. Graduate students are eligible.

5. Regular Students

"Regular" students are those who are paid 100% from library funds.

6. Supervisor

"Supervisor" refers to the student's immediate supervisor. (See also page 9, section V., "Evaluations.")

7. Tax Card

"Tax card filed" should be checked "yes" and the W4 form (see Figure 1) for "regular" students be sent back to the Personnel Officer with the application form. For "SEMP" students the tax card is sent to the Student Employment Office with the appointment card and agreement form.

In cases where a W4E form is filed directly with the University Payroll Office, indicate this on the application form. The W4E form (exemption certificate) is available only at the University Payroll Office, 160 Day Hall. This option is currently available only to full-time students under twenty-five (25) years of age who will earn less than $2,050 per year. Additional information will be furnished to the students when they apply in the University Payroll Office. The students should be reminded to renew the W4E form annually.

E. Employment of Foreign Students

Holders of F-1 and J-1 visas may work up to twenty (20) hours per week

under certain circumstances after consultation with the International Students Office. No other visa status permits the holders to work. If students are not permitted to work under the terms of their visa, they will be terminated immediately. Questions on summer employment of foreign students should be referred to the Personnel Office.

F. Employment of Graduate Students

A graduate student cannot obtain full residence credit if he works over ten (10) hours per week. Exceptions are sometimes granted upon the recommendation of the Student's Special Committee. A graduate student on a fellowship administered by the Graduate School may, with the approval of the Graduate School, earn up to $1,000 per academic year in addition to his fellowship. This regulation does not apply to Business, Law and Veterinary students who are working on their first professional degree. Teaching Assistants and Research Assistants are restricted as to employment to a total of twenty (20) hours per week (including their Teaching Assistant or Research Assistant time) and should obtain written permission from the Dean of the Graduate School before seeking additional work. This is the students' responsibility.

G. Employment of SEMP Students

1. Assignments

Many of these students are assigned to the Libraries under this program prior to the beginning of the school year.

2. Monetary Restrictions

There is a restriction on the amount of money which may be earned by the students under this program (currently $800 per year). This is based on the students' financial need, as determined by the Student Employment Office which administers the SEMP program. When students reach the maximum amount of money which they can earn under this program, the decision must be made either to terminate them or transfer them to the Libraries' regular hourly wage account.

3. Required Forms

SEMP students bring their forms, tax card (see Figure 1), appointment card (see Figure 2), and agreement form (see Figure 3) from the Student Employment Office to the department head.

The agreement form (see Figure 3) must indicate the rate of pay and the library department where the student is employed; e. g., Olin Circulation - University Libraries. (If this rate of pay is different

from the normal minimum, the approval of the Personnel Officer must be obtained.) This form must be signed by the student and the department head or designated assistant of the employing department.

These forms require the signatures of the employer (supervisor) and an alternate. The employer's signature should be the signature of the person who handles the payroll in the department.

The agreement, appointment card and tax card are to be returned by the student or department to the Student Employment Office.

4. Application Form

The completed library application (see Figure 4) is to be returned to the Personnel Officer with the information in the boxes and on the reverse side completed (see page 2, section D., 1 - 7).

5. Pay Sheets

Pay sheets for SEMP students are forwarded to each department by the Student Employment Office (see Figure 5).

H. Summer Employment of Students

1. Preference

Preference is given to students (including SEMP) who have worked for the Libraries during the academic year. Every effort will be made to place students in summer library jobs even though they may have to be placed in a department other than the one they worked in during the academic year.

2. Registration

All students interested in summer employment should register their names with the department head and Personnel Officer no later than April first.

3. Students Needed

Department heads should list with the Personnel Officer the names of students currently employed who will continue to work during the summer months. If additional students are required for the summer months, the Personnel Officer should be given in writing the number of students, the job description and specific hours if known, as soon as possible after April first.

4. Accumulated Hours

Hours worked by students during the summer months will be counted in their cumulative total for wage increases, provided they are working in student positions.

5. F. I. C. A. (Social Security)

F. I. C. A. is deducted for students who are not registered in Summer School.

6. SEMP Restrictions

Students may earn up to $1, 000 during the summer on SEMP. When students reach this maximum, they can either be terminated or transferred to the library regular hourly wage account for the balance of the summer. Summer earnings do not affect the students' eligibility for SEMP funds in the fall.

I. Casual Labor for Students

The Student Employment Office has a casual labor service which may be used to secure student employees for any job lasting less than three weeks. Contact the Personnel Officer for more information.

III. PAY RECORDS

A. Completion of Time Cards

Students fill out their time cards (regular students) or their payroll time sheets (SEMP students). Time cards must be filled in by each individual personally each day as the hours are worked.

B. Authorization of Time Cards

Completed time cards or time sheets are to be signed by the students and an authorized person in the individual department (in the case of SEMP students, the person[s] who signed their appointment cards). To meet the Fair Labor Standards Act rules, time cards must be an accurate reflection of the time actually worked. Falsification is very serious, is grounds for immediate dismissal, and may bring criminal penalties.

C. Filing of SEMP Time Sheets

SEMP time sheets are to be returned to the Student Employment Office by

H. Monthly Status of Hourly Wage Accounts

Once a month departments in the endowed divisions of the University Libraries will be notified by the Library Budget and Accounting Office of the budgeted hours used and the balance of hours for both students and non-students on hourly wages. The hours worked by SEMP students will also be reported on this sheet and included in the total budgeted hours used.

I. Dual Employment of Students

When students work in two different departments within the University, records must be furnished by the students on their time cards showing how many hours per week are worked in the other jobs, in the "Additional Time Summary" column (see Figure 7). Normally the library will not pay overtime. Overtime will usually be the responsibility of the other University department. Students should notify their supervisor whenever it appears that they may exceed forty (40) hours in any payroll week.

IV. PAY INCREASES

A. Notification of Accumulated Hours

When students (regular and/or SEMP) reach fifty (50) hours less than the required number of hours for a raise, the Library Budget and Accounting Office will send the department a card (see Figure 8) showing the hours worked and the present pay rate and ask for department recommendations. (Increments are not automatic; they must be earned.) These cards are to be returned to the Library Budget and Accounting Office which will forward them to the Personnel Officer for approval.

B. Processing of Pay Increases

The Personnel Officer initiates the processing of pay increments for regular students. Recommendations for pay increments for SEMP students are sent by the Personnel Officer to the Student Employment Office.

C. Recommendation for Denial of Increase

In cases where an increment is not recommended, the cards are returned in the same manner for review and appropriate action by the Personnel Officer. A letter informing students of the action taken, with reasons and recommendations either for extension or dismissal, should be sent by the students' supervisors. If an extension is granted, the students are to be reviewed again at the end of thirty (30) days. Copies of these letters

should be sent to the Personnel Officer for inclusion in the students' personnel files. Raises will not be retroactive.

D. Promotion of Students

Recommendations for the promotion of students should be given to the Personnel Officer in advance, and made effective on the first day of the pay period following the submission of the request for promotion. This will allow two weeks for the papers to be processed. This policy applies to all students employed by the University Libraries system.

V. EVALUATIONS

Superior evaluation should be rewarded financially and/or by promotion whenever possible. Students' performances should be evaluated at least once during the academic year by their immediate supervisors. One of two evaluation plans will be adopted by each unit in the Libraries. All students in that unit are to be evaluated by the same plan once a choice is made. Under both plans each student is to be assigned to a supervisor for this purpose.

Under Plan A the long form (see Figure 9) is to be used. In this case, evaluations are to be discussed with and signed by the students as well as the supervisors. If the Plan B option is used (see Figure 10) the student is not involved, but must be sent a copy of the completed form.

All evaluations of students by their supervisors will be reviewed by the department head or assistant department head, and then sent to the Personnel Officer for review. A new evaluation may be requested by the student, the department head, the assistant department head or the Personnel Officer. Copies of these forms are to be sent by the Personnel Officer to the Office of Scholarships and Financial Aid.

VI. GRIEVANCES

Student employees are covered under the University Grievance Procedures.[3]

[3] Supervisors' Personnel Manual, subject #610 and Student Employment Handbook, 2nd Edition. March 1974, page 16.

by the student as a condition of employment may be used as a written warning. In this event, the students may be discharged for one unexcused absence, tardiness or failure to call in promptly.

D. Pay Check Upon Termination

"When an employee terminates, the employer must pay the wages due for work performed not later than the regular payday for the pay period during which termination occurred. An employee's final pay will be calculated on the basis of hours worked in the pay period. If requested by the employee, the final pay check may be mailed."[7]

E. Returning of Library Property

All stack permits, keys and other library property must be returned to the students' immediate supervisors upon termination.

XII. STUDENT JOB DESCRIPTIONS

All student library jobs are one of three grades. Students may be expected to perform work outside their job descriptions. Students doing similar work in various libraries on the campus are to be paid on the same pay scale. Exceptions may be made by the Personnel Officer. Student jobs may be described as follows:

A. Student Assistant S-1

Students in this grade perform under close supervision routine clerical duties such as: paging, discharging, filing, alphabetizing, cutting pages, sitting at control desk, shelf reading, shelving, file reading, opening and sorting mail, simple technical processing (for example, making labels, putting labels on books and records, tipping in pages, errata, indices, pasting in date due slips), typing minimal information services. Perform related duties as required.

B. Senior Student Assistant S-2

Students in this grade perform under general supervision all of the S-1 student duties and in addition perform other duties such as the following: charging out books, renewing books, interpreting records for public, issuing temporary stack permits, process reserve lists, file in card catalog. type for the card catalog. Students in this grade should have a command of one or several areas of competence and should be able to provide leadership

[7]Supervisors' Personnel Manual, subject #215.

to other student assistants. They must be tactful in working with the public. They must know when to call for help from the supervisor. Perform related duties as required.

C. Library Aide S-3

Students in this grade may be responsible for the operation of a Public Service Department or a building without supervision during certain hours. These students require considerable training in the use of library resources; e. g., use of the card catalog, reference books, and tools for bibliographic interpretation. Students in this grade must have the mature judgment and attitude required in dealing with persons with a variety of requests; a commitment to the job and continued willingness to learn are also necessary. Supervision of other employees may be required, as well as knowledge or experience in subject areas being dealt with. Examples of S-3 positions include Night Supervisor positions, electronic technician, translator, information desk assistant. Specific tasks required may include pre-acquisition and precatalog searching, keeping statistical records. Perform related duties as required.

Figure 4

Date Employed	Department	Classification	Rate	Semp Regular ___ ___	Supervisor	Tax Card filed yes no

CORNELL
UNIVERSITY LIBRARIES

Application for Student Employment

PLEASE PRINT

Name in full..... Date.....
Last First Middle

Ithaca address..... Telephone.....

Permanent address..... Zip.....

Citizenship.....If not U.S., Visa Status .....Social Security No.....

EDUCATION

Name of Institution	Location	Dates of Attendance	Degree	Date
High School				
College or University				
Graduate School				
Previous Library Experience				

Are you currently registered as a full time Cornell Student?..... Undergraduate.....

or Graduate..... College..... Year of graduation.....

What was your scholastic average last term?.....

What foreign languages do you read?..... Speak?..... Write?.....

Can you use a typewriter?..... Words/min..... Take dictation?.....

Are you now employed?.....If so, where?..... Number of hours?.....

How many hours per week can you work?..... Date you can begin work.....

Hours you prefer.....

[illegible] Signed.....

Figure 4 (continued)

PERSONAL DATA ON EMPLOYEE
(To be completed by the supervisor only after being hired)

NAME.....

DATE OF BIRTH.....

MARITAL STATUS.....

NUMBER OF CHILDREN.....

OCCUPATION OF SPOUSE.....

SEX.....

RACE.....

Figure 10

CORNELL UNIVERSITY LIBRARIES
STUDENT PERFORMANCE ASSESSMENT
Short Form

NAME_____ DATE_____
Last First Middle Initial

TITLE_____ JOB CLASSIFICATION_____

LIBRARY_____ DEPARTMENT_____

STUDENT'S PERFORMANCE IS:

Excellent_____
Satisfactory_____
Unsatisfactory_____

Please explain if either unsatisfactory or excellent was checked:_____

_____

_____

Supervisor's Signature_____

Copy sent to student_____
Date

Figure 12

CORNELL UNIVERSITY LIBRARIES
HOURLY RATE SCHEDULE-STUDENT EMPLOYEES
Effective January 1, 1975

	001-300 Hours	301-600 Hours	601-900 Hours	901-1200 Hours	1201-1500 Hours	1501-1800 Hours	1801-2100 Hours	2100+ Hours
S-1	$2.10	$2.20	$2.30	$2.40	$2.50	$2.60	$2.70	$2.80
S-2*	$2.25	$2.35	$2.45	$2.55	$2.65	$2.75	$2.85	$2.95
S-3*	$2.50	$2.60	$2.70	$2.80	$2.90	$3.00	$3.10	$3.20

LIBRARY TITLES FOR STUDENT ASSISTANTS

Student Assistant	S-1
Senior Student Assistant	S-2*
Library Aide	S-3*

*Classification of work assignments in these grades are subject to approval by the Personnel Officer

PERFORMANCE EVALUATION FOR STUDENT ASSISTANTS

WASHINGTON UNIVERSITY

Doc. 18

ST. LOUIS, MISSOURI 63130

April 30, 1976

To: Department Chiefs, Departmental Librarians

From: John M. Strecker, Assistant University Librarian JMS

Re: Performance evaluation for student assistants

Since it is very near the end of the semester and students will soon leave the campus, we will perform the evaluation for the currently employed students on the Work-Study Program only. This may be regarded as a sort of "trial run". During the next semester (Fall, 1976), we will rate all student employees.

Please conduct the evaluation as soon as possible; it should include a brief conference with the student during which he/she is given a copy of the evaluation. Then, send the original form to the Administrative Office where copies will be made for our files and the Financial Aids Office.

I thank you for your cooperation and apologize for asking you to perform this task so late in the semester. The form is based on an evaluation form used by the University of Missouri School of Library and Informational Science with whom I will share the credit and/or criticism.

JMS/sb

Encl: Evaluation Forms

WASHINGTON UNIVERSITY LIBRARIES

STUDENT ASSISTANT PERFORMANCE EVALUATION

Name_____ Period_____.
(Beginning month/ending month)

Department_____ Work/Study Student ____ yes ____ no

Social Security Number_____

Work Performed_____

Please rate the student by checking the appropriate box after each category. Written comments are not required, except as an explanation of any unsatisfactory rating. The person evaluated may make written comments on a separate sheet as an attachment.

S = Satisfactory

U = Unsatisfactory

		S	U
1.	Knowledge of job; skills, basic understanding	1.	
2.	Quality of work; thoroughness and accuracy	2.	
3.	Ability to understand and follow instructions	3.	
4.	Poise and self-confidence	4.	
5.	Dependability; regular in attendance, punctual	5.	
6.	Resourcefulness and initiative	6.	
7.	Acceptance of criticism	7.	
8.	Ability to work with others	8.	
9.	Personal appearance; dress appropriate to job	9.	
10.	Attitude; job interest, cooperativeness	10.	

Other comments and general appraisal:

Student comment on evaluation attached ____ yes ____ no

_____ _____
Signature of supervisor/date Signature of student/date

4-27-76